

ADOPTION OF PAYROLL SYSTEM AT SOFTRITE
ZIMBABWE

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FACTORS AFFECTING LECTURERS' USE OF THE MOODLE
LEARNING MANAGEMENT SYSTEM COLLABORATION TOOLS.
(A CASE STUDY OF AFRICA UNIVERSITY)

BY

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
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Abstract

The adoption of payroll systems has become increasingly important for businesses to streamline their financial operations. This research topic explores the adoption of a payroll system at Softrite Zimbabwe, a payroll software business. The study aims to identify the motivations behind the implementation of the payroll system, assess the impact on the company's financial and operational performance, and evaluate the challenges faced during the adoption process. The findings of this research can provide valuable insights for other businesses considering the adoption of payroll systems, particularly in the Zimbabwean context.

Key Words: Payroll System , employee satisfaction, ICT adoption

Declaration Page

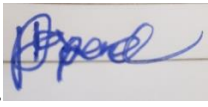
I declare that this dissertation is my original work except where sources have been cited and acknowledged. The work has never been submitted, nor will it ever be submitted to another University for the award of a degree.

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Dedication

This piece is specifically dedicated to my mother and family, who have always believed in me and have been a continual source of inspiration for me. This study is also dedicated to everyone who helped with the completion of this research in whatever form.

List of Acronyms and Abbreviations

ICTs	Information Communication Technologies
IS	Information System
CBPLG	College of Business, Peace, Leadership and Governance
TAM	Technology Acceptance Model
UTAUT	Unified Theory of Acceptance and Use of Technology
AU	Africa University

Definition of Key Terms

Payroll System - A payroll system is a software application used by companies to manage employee financial records. It automates the process of calculating salaries, taxes, and deductions, as well as generating paychecks and tax forms. This system ensures that employees are paid accurately and on time, and also helps companies comply with legal and tax requirements. Additionally, it can provide valuable insights into employee compensation and help companies make informed decisions about budgeting and resource allocation.

UTAUT – this a technology acceptance model formulated by Venkatesh and others which is used to determine users' behavioural intention to use information technology. It is based on four constructs namely: facilitating conditions (FC), social influence (SI), performance expectancy (PE) and effort expectancy (EE) which are the core determinants for behavioural intention to use a technology.

ICT Adoption - ICT adoption refers to the process of incorporating information and communication technology (ICT) into an organization's operations, processes, and activities.

TAM - TAM stands for Technology Acceptance Model. It is a theoretical framework that explains how users come to accept and use technology.

Contents

Abstract	ii
Declaration Page	iii
Copyright	iv
Acknowledgement	v
Dedication	vi
List of Acronyms and Abbreviations	vii
Definition of Key Terms	viii
CHAPTER 1 INTRODUCTION	1
1.1 Introduction	1
1.2 Background	3
1.2 Statement of the Problem	4
1.3 Research Objectives	5
1.4 Research Questions	5
1.5 Assumptions/ Hypotheses	6
1.6 Significance of the study	6
1.7 Delimitation of the Study	8
1.8 Limitation of the study	8
CHAPTER TWO: REVIEW OF RELATED LITERATURE	10
2.1 Introduction	10
2.2 Theoretical Framework	10
2.3 Relevance of the Theoretical Frame to the Study	19
CHAPTER 3 METHODOLOGY	20
3.1 Introduction	20
3.2 The Research Design	20
3.3 Population and sampling	22
3.4 Data collection instruments	24
3.5 Pilot Study	25
3.6 Data Collection Procedure	26
3.7 Analysis and Organization of Data	27
3.8 Ethical Consideration	27
3.9 Summary	29
CHAPTER 4 DATA PRESENTATION, ANALYSIS AND INTERPRETATION	30

4.1 Introduction.....	30
4.2 Data Presentation and Analysis.....	30
4.3 Discussion and Interpretation.....	41
Summary	41
CHAPTER 5 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	42
5.1 Introduction.....	42
5.2 Discussion	42
5.3 Conclusions.....	42
5.4 Implications.....	43
5.5 Recommendations.....	43
5.6 Suggestions for Further Research	43
References.....	44
APPENDIX 1: AUREC APPROVAL LETTER	47
APPENDIX 2: QUESTIONNAIRE.....	48
APPENDIX 4: SUPERVISOR APPROVAL LETTER	52

CHAPTER 1 INTRODUCTION

1.1 INTRODUCTION

SMEs in Zimbabwe are a diversified group of businesses that work in several areas of the country's economy. SMEs in Zimbabwe contribute about 70% of employment in industries and a considerable contribution towards the GDP of well over 55% (Makiwa & Steyn, 2016). The Ministry that is responsible for SMEs in Zimbabwe defines SMEs as any independent formal or informal enterprise that has under 100 permanent employees and has a working capital of under US\$800,000 (Makiwa & Steyn, 2016). The SME sector's contribution and significance to the Zimbabwean economy's objectives is critical as more than half of the industrial enterprises in the country are SMEs, in the face of numerous closures of large companies, policymakers have anchored the survival of the Zimbabwean economy on establishing a vigorous SME sector (Makiwa & Steyn, 2016).

When running a firm, owners and managers must prioritize payroll management to guarantee that employees are paid correctly and on time. This is critical since Zimbabwe now operates two main currencies, with income tax figures such as NSSA and PAYE constantly updating (Tayfield, 2018). They must ensure that they are abiding by laws such as the Labour Act (Chapter 28:01), which governs employment in Zimbabwe (Tayfield, 2018). When ICT adoption was introduced to payroll systems, managers found it easier because they could save time by not having to conduct the payroll manually. Previously, all payrolls were computed manually, with no assistance from a computer. Accountants were expected to keep dozens of journals, detailing every performance variation, leave, deduction, and bonus. This proved to be quite hectic.

ICT developments over the past few decades have significantly changed how people live their lives and engage in a wide range of other activities and interactions. These advancements have affected every aspect of human existence, altering daily routines and the way payrolls are handled.

Any device that stores, manipulates, transmits, retrieves, or accepts information in a digital format via electronic means is considered an ICT enabler. Regarding (David Kayisire, 2016), he claimed that the emergence of ICT in the previous decade had caused a startling worldwide business reversal, transforming our environment into a society with sufficient information. ICT developments have impacted not just people's lives but also many aspects of daily life. They have also filled in gaps and opened doors to previously inaccessible niche markets and services that the general public had previously thought to be out of reach.

Managing payroll proven to be a difficult undertaking for many years, even with two heads combined or a whole department. Manual payroll management is time-consuming and labor-intensive, not to mention antiquated. Things are lot simpler now than they used to be. Payroll management has gotten easier and more efficient as a result of technological improvements and innovations.

Many software companies now offer firms fully automated payroll solutions that can relieve accountants, HR departments, and owners of complex and time-consuming payroll management responsibilities. As early as 1989, Zimbabwe had started to adopt computerized payroll services with Softrite having it's first payroll software release Payrite where Colbro Transport, based in Masvingo was the first user. The following research paper will look at the adoption of payroll systems at Softrite Zimbabwe.

The adoption of a new technology in organizations is often accompanied by various challenges and opportunities. One such technology is the adoption of a payroll system. A payroll system can have a significant impact on HR processes and employee satisfaction. Softrite has adopted a payroll system called Adaski which has been operating for over 38 years. This study aims to evaluate the adoption process and its impact on the organization. Specifically, the study will examine the ease of use, accuracy, timeliness, employee satisfaction and HR improvements as a result of the payroll system. The findings of this study will provide valuable insights for Softrite and other organizations considering adopting a new payroll system.

1.2 BACKGROUND

The development of payroll started in the 14th and 15th centuries when businesses realized that they need both bookkeeping and accounting to create a successful business (Basten, 2017). In the early 20th century, many business owners began to utilize a true payroll system in the beginning of the 20th century (Basten, 2017). Because there was a lack of proper technology, automated payroll systems were not available, instead most business owners outsourced payroll management until automated systems became available in the late part of the century (Basten, 2017).

The late 1980's brought payroll automation which was necessary to reduce human error (Basten, 2017). The introduction of a computerized payroll from a manual payroll provided firms with an opportunity to produce their pay slips and reports at a faster rate. There was also a reduction in the number of files that were needed which led to office space being saved. In Zimbabwe evidence of the introduction of computerized payroll can be seen in the 1980s when some of the earliest payroll companies were established. These companies include Touchstone Computer Systems and Softrite which was set up by Managing Director, Mike Garden in 1984. They have been providing payroll software for over 30 years and have dealt with more than 500 clients all over Zimbabwe.

Payroll is the process of providing compensation to employees for their efforts on behalf of a business. It is typically handled by either the accounting department or the human resources department (Tools, 2022). In Zimbabwe the Labour Act (Chapter 28:01) is the main piece of legislation covering employment in Zimbabwe (Tayfield, 2018).

However, there are additional sources of legislation that must be reviewed to guarantee that employers in Zimbabwe remain in compliance. The major ones include Accident Prevention and Workers' Compensation Scheme Notice, 1990 (S.I. 68 of 1990), The National Social Security Fund Rules, Factories and Works (General) Regulations, The Workers' Compensation Insurance Scheme and The Pension and Provident Fund Act (Tayfield, 2018).

Zimbabwe's currencies have gone through a number of changes. If we look back as early as the 1980s, we would see that Zimbabwe had a single currency which was the Zimbabwe dollar (Guide, 2022). Series 4 was introduced on the 1st August 2008, it's

value went from 1 dollar to 100 Trillion dollars in 6 months, the daily inflation rate in mid-November 2008 was 98% with prices doubling every 24.7 hours (Guide, 2022). In 2009 the government stopped printing these worthless notes, the Zimbabwe currency was scrapped and the US Dollar was introduced as the primary currency in a bid to stabilize the economy (Guide, 2022). In this period payrolls were now running a single currency which was USD. In November 2016, the Reserve bank of Zimbabwe started issuing Zimbabwe bond notes (ZWL) as a local currency, these are still in circulation but are losing value gradually like the previous series of notes (Guide, 2022). Currently the official currency of Zimbabwe is the Zimbabwean dollar (ZWL) although it is not an internationally recognized currency, the currency is in the form of bond notes and RTGS (Guide, 2022). However, Zimbabwe is pegged in US Dollars, so essentially the US Dollar is the dominant currency (Basten, 2017).

The changes in legislation and the use of multiple currencies has increased the probability of the payroll operator making errors. In Zimbabwe a number of firms use Excel to do their payroll for a pay period. They have to manually input formulas for NSSA, PAYE and NEC. However, with these constant changes, they would have to reset their excel formulas. The introduction of ICT adoption on payroll has helped to reduce the probability of making errors with payroll firms staying up to date and their clients just having to do a few clicks to run their payroll. In the 1980s there were a few firms offering payroll software. These firms included Softrite and Touchstone but currently the number of firms has been increasing with local firms like Corepay, Payline and Belina breaking into the industry.

1.2 Statement of the Problem

In Zimbabwe there is limited research on the adoption of payroll systems. With the constant changes in legislation and exchange rates in Zimbabwe, payroll systems could possibly help firms save time and focus on their business which could increase output and help the economy which can be achieved by making use of computerized payroll.

There have been several factors affecting the adoption of payroll systems in Zimbabwe. These include security fears for internal data and resistance to organizational change,

technical difficulties and employee dissatisfaction. The following research is meant to debunk some of these fears and resistance to organizational change.

In 2012 the Zimbabwean Government officially acknowledged ICT as a critical element to the country's economic turnaround (Makiwa & Steyn, 2016). In recent years, massive investments have been made by different stakeholders in the country as they realized the colossal importance of ICT to the achievement of economic strategic goals (Makiwa & Steyn, 2016).

Different stakeholders in the nation have recently made massive investments as a result of their realization of the critical role that ICT plays in achieving economic and strategic goals. Most processes at industry and government levels are still characterized by manual methods, information redundancy, duplication and a lack of system integration, which often results in customer dissatisfaction and opens doors for corruption and a lack of transparency and accountability (Makiwa & Steyn, 2016).

The following research is meant to show how adopting on payroll systems can help solve the problems discussed above.

1.3 RESEARCH OBJECTIVES

- To identify the current payroll system used by Softrite Zimbabwe
- To assess the level of employee satisfaction with the payroll system
- To assess how ICT adoption on Payroll services has been used to reduce errors in payrolls.
- To evaluate the ease of use of the payroll system and identify any technical difficulties encountered during the adoption process.
- To make recommendations for the improvement of the payroll system at Softrite Zimbabwe.

1.4 RESEARCH QUESTIONS

- What is the current payroll system used by Softrite Zimbabwe?

- What is the level of employee satisfaction with the payroll system at Softrite Zimbabwe?
- How has ICT adoption on payroll services been used to reduce errors in payrolls?
- What are the technical difficulties encountered during the adoption process of the payroll system at Softrite Zimbabwe and how easy is the system to use?
- What recommendations can be made for improving the payroll system at Softrite Zimbabwe?

1.5 ASSUMPTIONS/ HYPOTHESES

The research has been taken with the assumption that the researcher would be able to attain the necessary information in order to get in contact with Softrite's staff. Another assumption is that employees would be able and willing to participate in data collection procedures. The researcher has also assumed that there are enough participants who are currently using the payroll software who will be available for the research.

1.6 SIGNIFICANCE OF THE STUDY

The study will assist businesses in better understanding ICT adoption in the context of payroll and how it can be used to reduce errors and time spent on payroll. Having a computerized payroll system that adheres to Zimbabwean regulations can assist employees and employers in being fully informed of their rights. The study will persuade businesses to abandon manual payroll systems and excel spreadsheets. Firms should feel more at ease adopting a computerized payroll if they know their data is secure.

Contribution to knowledge

According to a bibliometric study of payroll literature, the majority of payroll research is about the development and implementation of a certain payroll system in organizations (Fariza Hanim Rusly, 2016). According to the bibliometric analysis, there is a shortage of research on socio-technical impacts of payroll services. The following research will contribute in giving further information on the socio-technical implications of payroll services.

Contribution to Policy

The primary goal of this research is to analyze the influence of ICT adoption on payroll services in Zimbabwe in order to help policymakers drive policy direction and development. It is essential to note that African governments are still grappling with the development of ICT policy, with some countries creating new ministries to focus on ICT-related issues. Zimbabwe, for example, recently released the Cyber and Data Protection Act on December 3, 2021. This research could assist policymakers in developing particular ICT policies to improve payroll services.

Knowledge Contribution to AU

Future scholars can utilize the findings as reference material for their own studies. The research can help the university's reputation by producing well-educated and qualified individuals through well-researched projects. The study's findings can be utilized to further research or simply to support the conclusions of other researchers.

Contribution to SMEs

This research is meant to show that for SMEs, implementing a payroll system is important for a number of reasons. First off, an automated payroll system can assist SMEs in streamlining their payroll procedures, lowering errors, and boosting productivity. Cost savings, enhanced output, and more employee satisfaction may result from this.

Second, by adopting a payroll system, Businesses can avoid legal and financial risks by complying with labor laws and regulations. A trustworthy and accurate payroll system can also assist SMEs in maintaining positive working relationships, which can boost their reputation and draw in top personnel.

Lastly, the implementation of a payroll system can offer Businesses useful information and insights to guide their decision-making. With this information, SMEs may pinpoint opportunities for development, streamline their payroll procedures, and make knowledgeable decisions regarding their personnel.

1.7 DELIMITATION OF THE STUDY

The delimitation of the study on the adoption of the payroll system at Softrite Zimbabwe will focus on specific areas to ensure the research remains manageable and the results are relevant to the organization. The following delimitations will be applied:

- **Geographical Delimitation:** The study will focus solely on Softrite's main branch in Harare
- **Time Delimitation:** The study will focus on the period of 2019 – present day to ensure that the data collected is relevant and up-to-date
- **Sample Size Delimitation:** The study will use a sample size of 10 employees from Softrite Zimbabwe to ensure that the research is manageable and the results are representative.
- **Data Collection Delimitation:** The study will use both primary and secondary data sources. Primary data will be collected through surveys and interviews with employees, while secondary data will be collected from existing literature, reports, and other relevant documents.

1.8 LIMITATION OF THE STUDY

Limitation of the Study for the topic Adoption of Payroll System at Softrite Zimbabwe:

- **Generalizability:** The findings of the study may not be generalizable to other organizations or contexts, as Softrite Zimbabwe may have unique factors that affect the adoption of the payroll system.
- **Bias:** The study may be subject to bias, as the data collected will be self-reported by employees, and may not be entirely accurate or representative of the actual adoption of the payroll system.
- **Time Constraints:** Due to time constraints, the study may not be able to collect data from a larger sample size or over a longer period of time, which may limit the depth and accuracy of the findings.
- **Limited Access:** The study may face limitations in accessing relevant data and information, such as financial records, due to confidentiality and privacy concerns.
- **Technical Issues:** The study may face technical issues, such as errors in data collection or analysis, which may affect the accuracy and validity of the findings.

By acknowledging these limitations, the study can take steps to mitigate their impact and ensure that the findings are as valid and reliable as possible.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

The theoretical framework is the structure that can hold or support a theory of a research study (University, 2022). The following chapter is going to introduce and describe the theory that will explain why the research problem exists.

2.2 THEORETICAL FRAMEWORK

Payroll System and Computerized Payroll

According to United States Department of Agriculture (2013), payroll system or sometimes known as personnel system is a full-service integrated system offering a full range of personnel and payroll processing using a database which linked many modular subsystems (Nor Hazana Abdulah, 2013). The database consists of current and prior salary payment information, personnel actions, name and address information, and time and attendance data (Nor Hazana Abdulah, 2013). These records are kept in order for information to be accessible when needed. The system also communicates with accounting systems and other administrative systems, making reporting easier.

There are various benefits associated with the payroll system, it could compute pay for employees who are under many different pay plans or various deductions such as EPF and SOCSO (Steven, 2004). This system would also shorten processing times and downtime. Furthermore, it is simpler to use, which contributes to increased worker efficiency. Furthermore, payroll system can help organizations to reduce HR workload which payroll system can focus on core business, improved productivity (Mark et al, 2008).

Payroll systems are more reliable and can avoid problems associated with manual payroll processing. In contrast, computerized payroll is a stand-alone Windows-based solution with limited integrative capabilities. Because empirical research on the use of payroll systems across organizations in Zimbabwe is limited, this study focuses on the most fundamental technology available for human resource management, computerized payroll.

Accountability from public sector perspectives

In private sector such as for the public listed company, accountability and good governance mechanism are importance to protect the right of the shareholders and other stakeholders (Hamid et al., 2011). This can be done via reliable financial reporting (Asmuni et al., 2015; Saudagaran and Diga, 1997), higher quality of the statutory audit (Husnin et al., 2016; Knechel et al., 2013; Goodwin-Stewart and Kent, 2006), audit committee monitoring (Pandit et al., 2017; Husnin et al., 2013; Klein, 2002), voluntary non-financial information disclosure (Schoenfeld, 2017; Jaafar et al., 2014; Hashim et al., 2014; Eng and Mak, 2003), linked pay-for-performance of directors' remuneration (Madlela and Cassim, 2017; Ahmad et al., 2016; Gregg et al., 1993) and good control system (Chen et al., 2017; Suhaimi et al., 2016; Doyle et al., 2007). However, managing public fund in public sector is not easy because it involves tax payers' money, and hence, requires heavier accountability. Accountability is arguably one of the most important term above and beyond other role and function in public sector entities. It generally defined as responsibility that those who manage or control resources have to others (Nelson et al., 2003) and the obligation to give an account (Perks, 1993). An entity also needs to account to another entity for its performance over a given period so that the entity that own and control the resources able to measure its responsibility. Thus, the principle of accountability is highly important and essential for the organizations (Hall et al., 2017). Civil servants need to adopt this principle in conducting their work and duty at all time. They should not be selfish and egoistic to contribute extra time and energy because ideally the civil servants should emphasize and cater the importance of the public. Moral values such as honesty, trust, transparency, integrity,

impartiality, neutrality and reliability must be demonstrated and embraced in their daily working life. Prior studies show that having morally and ethically behaved workers (also leaders) in an organization will give better impact to the organization itself (Mo and Shi, 2017; Ruiz-Palomino and Banon-Gomis, 2017; Khadijah et al., 2015; Manan et al., 2013).

Financial management is a critical role in the public sector. Implementing government finance management must be done in a transparent, fair, and equitable manner. It must be carried out by those who have the necessary skills and credibility to run the government.

Based on the requirements outlined in laws and regulations including the Financial Process Act, Treasury Instructions, and Treasury Circulars, financial affairs. For instance, when managing government tenders and purchases, the civil servant or those in charge must make sure that any asset purchases and material purchases are the most lucrative and achieve the desired results for every dollar spent (Zulkarnain Yusuf, 2020).

As a result, the accountability concept is crucial in preventing unethical behavior. Also, it raises public confidence in the government's ability to provide quality services while improving the standing and reputation of government organizations. In contrast, many malpractices, behavioral misconducts, frauds, corruptions, bribery, and abuse of authority will occur without difficulty if these principles and moral standards are not stressed.

Payroll Processing

Payroll processing is crucial in an organization because it involves the payment of the organization's workforce and the protection of its reputation by ensuring that the organization complies with the government authority's employment legislation (Fariza Hanim Rusly, 2016).

An organization may face several challenges in payroll such as paying employees accurately on time, meeting obligations between employees and employers and upholding other legislative responsibilities (Fariza Hanim Rusly, 2016). Tedious, time-

consuming and increased effort to process the payroll, particularly in large organizations with a huge number of employees, are common issues in manual payroll processing (Fariza Hanim Rusly, 2016). As the demand to produce timely, accurate and efficient payroll intensify, it leads to increasing needs for computerized or automated payroll processing system (Fariza Hanim Rusly, 2016).

Payroll System Types

Payroll systems are essential for businesses to manage their payroll and HR processes. There are different types of payroll systems available in the market, each with its own set of features and functionalities. Some of the common types of payroll systems include manual systems, desktop software, and cloud-based systems (J, 2019).

Manual payroll systems involve the use of paper-based records and calculations, which can be time-consuming and prone to errors. Desktop software, on the other hand, is installed on a local computer and provides more advanced features such as tax calculations and compliance checks. However, desktop software can be expensive to purchase and maintain, and may not be accessible from remote locations (Research, 2019).

Cloud-based payroll systems, also known as Software-as-a-Service (SaaS) systems, are becoming increasingly popular due to their affordability and accessibility. Cloud-based systems are hosted on remote servers and can be accessed from any location with an internet connection. They provide features such as automatic updates, data backups, and user permissions (Research, 2019).

According to a report by Grand View Research, Inc., the global payroll and HR software market size was valued at USD 16.05 billion in 2018, with cloud-based systems being the fastest-growing segment. The report also states that the demand for cloud-based payroll systems is expected to increase due to their flexibility, scalability, and cost-effectiveness (Research, 2019).

In conclusion, there are different types of payroll systems available, each with its own set of advantages and disadvantages. However, cloud-based payroll systems are

becoming increasingly popular due to their affordability, accessibility, and advanced features (Research, 2019).

Bibliometric Analysis

Bibliometric analysis, which involves analysis of data and text, is one of the approaches of the domain analysis (Fariza Hanim Rusly, 2016). Despite some disagreements over the approach to bibliometric analysis, its importance is widely acknowledged. The approach is proved to be useful in identifying the underlying patterns of large amounts of data from past scenarios through exploration, evaluation and organization of historical data (Fariza Hanim Rusly, 2016).

Furthermore, bibliometric analysis develops a methodical methodology that makes it possible to evaluate and predict developing patterns on a certain subject. Finding published papers by nations, research institutes, journals, and research topics is one of the often-utilized endpoints for assessing temporal trends.

More significantly, bibliometric approach enables analysis and identification of prominent authors, frequently cited works, frequently used keywords, imperative journals, and institutions producing numerous works on a specific topic in the area (Fariza Hanim Rusly, 2016). Additionally, Chen et al suggested inclusion of source title, author keywords, and abstracts to obtain a more comprehensive temporal trend of the research field. These measures reflect the specific topic's influence and visibility (Fariza Hanim Rusly, 2016).

In order to find hidden patterns and offer insights into payroll research with specific classification, a study was done to examine the literatures on payroll. The articles that were gathered obtained were analyzed according to the following aspects: year of publication, document type (including institutions and country), and source title (Fariza Hanim Rusly, 2016). A conclusion was drawn after a total of 170 articles with 10 types of documents had been obtained (Fariza Hanim Rusly, 2016). By analyzing the distribution of source title, the research described that research development and predicts the future orientation on payroll system (Fariza Hanim Rusly, 2016).

The study concluded that studies on payroll systems are mostly published in as journal articles and student's dissertations (Fariza Hanim Rusly, 2016). The main focus of these studies is largely on the development and implementation of a specific payroll system in organizations (Fariza Hanim Rusly, 2016).

The paper was limited within the scope of payroll systems, software or applications. The search of the articles however did not include keywords of Human Resource (HR) system, which commonly represents an integrated system of personnel recruitment and training, employees benefits and performance review, which was beyond the scope of the bibliographic analysis (Fariza Hanim Rusly, 2016).

The bibliometric analysis's findings can assist relevant scholars in understanding the landscape of payroll system research and in determining future research directions. Future research may examine technological innovation and socio technical impacts of payroll systems in organizations (Fariza Hanim Rusly, 2016). In addition, further study may also look at comparing payroll system in different organizations by using a multiple case study approach (Fariza Hanim Rusly, 2016).

This research helps to support the necessity of the research and proves that there is a need for more research to be done about payroll systems.

Evolution of Payroll Systems

Over time, there has been a substantial change in payroll systems. Traditional payroll systems required manual labor and a lot of time, which made it challenging for businesses to manage payroll efficiently (R, 2015). Yet as technology has developed, payroll systems have gotten more automated and effective, making it simpler for businesses to manage their payroll needs. This essay will look at the growth of payroll systems and how it has affected businesses (R, 2015).

Payroll systems have developed from manual to automated systems, simplifying the management of payroll operations for businesses. Traditional payroll systems required manual labor and a lot of time, which made it challenging for businesses to manage payroll efficiently. The manual system required manual processing of activities

including figuring out how many hours were worked, figuring out taxes, and processing payroll checks (A, 2017). This procedure took a lot of time and was prone to mistakes.

But as technology has developed, payroll systems have gotten more automated and effective. Software is used by automated payroll systems to automate processes like figuring out hours worked, figuring taxes, and processing payroll checks (A, 2017). These solutions are not only quicker and more effective, but also more accurate, which lowers the risk of mistakes.

Organizations have been significantly impacted by payroll systems. By lowering the time and resources needed to administer payroll, automated solutions have made it simpler for businesses to manage their payroll functions. As a result, businesses are now able to concentrate on other areas of their operations, like growth and development (Bragg, 2012).

Ultimately, payroll software has raised worker satisfaction. Employees may view their pay stubs and other pertinent information online thanks to computerized payroll systems, which eliminates the need for paper copies (Culver, 2014). Employee access to and management of payroll information is facilitated as a result, lowering the possibility of mistakes and misunderstandings.

From manual to automated systems, payroll systems have experienced a considerable transformation over time. By lowering the time and resources needed to administer payroll, automated solutions have made it simpler for businesses to manage their payroll functions. Automatic payroll systems have also increased adherence to labor laws and regulations, lowering the danger of legal troubles and fines (Tannenbaum, 2013). Finally, by making it simpler for workers to obtain and manage their payroll information, payroll systems have also increased employee satisfaction.

Technology Acceptance Model (TAM)

Technology Acceptance Model (TAM) introduced by Davis in 1989 has been one of the most popular models in explaining individual technology acceptance (Nor Hazana Abdullah, 2013).

As this study utilized the Upper Echelon Theory which postulates that organizational owner-managers have significant influence on the use of computerized payroll system among organizations, the use of TAM as a structural theory is deemed as appropriate.

TAM assumes that PU (perceived usefulness), and perceived ease of use are instrumental elements which influence technology acceptance (Nor Hazana Abdullah, 2013). “Usefulness” is defined as the individual’s perception that using the new technology will enhance or improve his/her performance (Davis, 1989).

In the context of this research, usefulness refers to the effectiveness and performance of computerized payroll system to provide detailed attendance reports to be used for salary payments.

“Ease of use” is defined as the individuals’ perception that using the new technology free of effort (Davis, 1989).

The easier and more effortless a technology is, the more likely consumers intend to use this technology. In the context of this research, Perceived Ease of Use refers how easy the computerized Payroll system to be used.

The UTAUT Model

A popular framework for comprehending technology adoption and use is the Unified Theory of Acceptance and Use of Technology (UTAUT). Venkatesh, Morris, Davis, and Davis (2003) created the UTAUT model to pinpoint the critical elements that affect people's acceptance and utilization of technology. Performance expectancy, effort expectancy, social influence, and facilitating conditions are the model's four main constructs.

Performance expectancy is the degree to which people anticipate that utilizing a technology would enhance their ability to execute their jobs or facilitate their employment. The simplicity of using a technology is referred to as effort expectancy. Societal norms, peer pressure, and subjective norms are examples of outside forces that can have an impact. The degree to which a person has access to the tools and assistance they need to properly use technology is referred to as the facilitative condition.

The UTAUT model has been widely used in research to understand technology adoption and use in various contexts, including healthcare (Holden et al., 2011), education (Venkatesh et al., 2013), and e-commerce (Choi et al., 2010). The model has also been applied to various technologies, including mobile apps (Al-Sharafi et al., 2017), social media (Hsu & Lin, 2018), and cloud computing (Alshamaila et al., 2013).

Overall, the UTAUT model provides a useful framework for understanding the factors that influence technology adoption and use. By identifying key factors such as performance expectancy, effort expectancy, social influence, and facilitating conditions, the model can be used to develop strategies to promote technology adoption and use in various contexts.

The UTAUT model will be used in this study to try to draw relationships between many variables and factors of ICT adoption of payroll systems in Zimbabwean SMEs. The model will demonstrate if the effect of ostensibly easy ICT use on intention in Zimbabwean SMEs is related to facilitating conditions, performance expectancy, effort expectancy, and social influence.

The Relationship between SMEs Managers' Characteristics with PU and PEU

Studies on the relationship between manager's characteristics with PU and PEU are very limited.

Alam (2009) found that manager's characteristics, perceived benefits, organizational culture, technological competency and cost of adoption have significant relationships with internet adoption while Manon (2008) confirms that existence of significant paths between attitude and intention of use as well as perceived usefulness: intention of use and real use, perceived usefulness and attitude as well as intention of use, and perceived ease of use and attitude as well as intention of use (Nor Hazana Abdulah, 2013).

Ono (2006) argues that varying education levels affects adoption of technology. Gray (2006) concurs that higher educational background of SME's managers correspond to higher absorptive capacity. Lu (2006) found that age moderated the effect of PU and PEUS. Older workers are more reluctant to adopt technologies compared to younger ones (Nor Hazana Abdulah, 2013).

2.3 RELEVANCE OF THE THEORETICAL FRAME TO THE STUDY

The theoretical framework is an essential component of any research study as it provides a foundation for understanding the research problem and guiding the research design. In this section, we will discuss the relevance of the theoretical framework to the study on the adoption of payroll systems at Softrite Zimbabwe. The theoretical framework used in this study draws from several theories and concepts related to technology adoption, organizational change, and human resource management. These theories and concepts provide a lens through which we can understand the factors that influence the adoption of payroll systems in organizations, the challenges that organizations face during the adoption process, and the strategies that can be used to overcome these challenges. By providing a theoretical framework, this study aims to contribute to the existing body of knowledge on technology adoption and organizational change, and to provide practical insights for organizations that are considering adopting payroll systems.

The theoretical framework is the structure that can hold or support a theory of a research study (University, 2022). This section's theoretical framework is intended to hold and support the research study. The definitions provided will be used to help give a clear understanding of the concepts and definitions that are going to be used in this research. The existing theories, such as the bibliometric analysis, help showcase how important this research is, as it illustrates that there is a limit to research in terms of the socio-technical impacts of payroll systems. The technology acceptance model will be used to explain individual technology acceptance among payroll users. In this study, the UTAUT model will be used to attempt to draw relationships between numerous variables and factors of adoption of payroll systems in Zimbabwean.

CHAPTER 3 METHODOLOGY

3.1 INTRODUCTION

This research paper on the adoption of payroll systems at Softrite Zimbabwe includes a methodology section that describes the research design, data gathering procedures, and analysis approaches utilized to meet the study's goals. This section's goal is to clearly explain the research technique that was utilized in this study in order to guarantee that the findings are accurate, trustworthy, and verifiable. We will go over the study methodology, sample strategies, data collection tools, and data analysis methodologies in this part as they relate to the deployment of payroll systems at Softrite Zimbabwe. By giving a thorough methodology section, readers can comprehend how the study was carried out and assess the reliability and validity of the findings.

3.2 THE RESEARCH DESIGN

“A research design is a comprehensive blueprint used in guidance of a research study toward realisation of its goals” (Aaker, Kumar and Day, 2009). Philliber, Schwab and Samsloss stressed the definition of research design as that of a "blueprint" for research, which deals with a minimum number of four problems such as inquiries to study, what kind of information is pertinent, what is essential information that can be assembled, and how results can be broke down and analyzed?

(Creswell, 2013) acknowledged research design as the model/standard which was developed to find solutions to questions postulated in research. In addition, it is seen as developed to find solutions to questions postulated in research. In addition, it is seen as the sum strategy that benefits and helps to combine different components of the study in a clear logical way. Therefore, the research design also helps to ascertain the merit in confronting the research problem.

A research design provides a framework for the collection and analysis of data. The most commonly used research designs are the case study, survey and experimental and control groups with regard to the dependent variable. A survey research design is the most commonly used research design because of its simplicity and cost effectiveness. The survey design will be administered through questionnaires to an identified sample.

Quantitative research is the logical empirical investigation of observable occurrences via statistical, mathematical or computational techniques. The main purpose of quantitative research is to develop and apply mathematical models, theories and hypotheses relating to a phenomenon. Qualitative research is a scientific method of observation to collect non-numerical data. The word qualitative means an emphasis on the qualities of the subjects and on methods and meanings that are not experimentally examined or measured in terms of quantity, amount, or frequency.

Qualitative forms of inquiry are considered by many social and behavioral scientists to be as much a perspective on how to approach investigating a research problem as it is a method. Qualitative research concerns itself about the researcher learning individuals' view on their employments and the subject of the research being managed. As a procedure, this sort of research will utilize qualitative sources such as questionnaires. Thus, a qualitative research will completely contain key human side to the procedure and the outcome when leading field work and looking at the outcomes (Jehangir, 2009). The researcher will effectively analyse close ended questions in a quantitative manner and open-ended questions in a qualitative manner.

The research design for the study on the adoption of payroll systems at Softrite Zimbabwe will be a mixed-methods approach, combining both qualitative and quantitative data collection methods. The study will be conducted in three phases:

Phase 1: Survey

The first phase of the study will involve the distribution of a survey to a selected number of employees of Softrite Zimbabwe to assess their perceptions of the current payroll system, their attitudes towards the adoption of a payroll system, and their willingness to use the system. The survey will be designed based on the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT) to measure factors such as perceived usefulness, perceived ease of use, and social influence.

Phase 2: Focus Group Discussions

The second phase of the study will involve conducting focus group discussions with a sample of employees to explore their perceptions and attitudes towards the adoption of a payroll system in more depth.

Phase 3: Case Study

The third phase of the study will involve conducting a case study of the adoption of a payroll system at Softrite Zimbabwe. The case study will involve collecting data from various sources, including interviews with key stakeholders, observation of the adoption process, and analysis of relevant documents such as reports and meeting minutes. The case study will be used to explore the factors that influenced the adoption process, the challenges that were faced, and the strategies that were used to overcome these challenges.

Data Analysis:

The data will be analyzed using descriptive and thematic statistics to identify patterns and common themes.

3.3 POPULATION AND SAMPLING

In this study the target population will be Softrite and its employees. The researcher will primarily focus on the Harare main office, during this research study as this is where its headquarters is located. The questionnaires and interviews will be conducted on individuals in the various levels that are identified.

Sampling

Sampling is done to accommodate situations where it may not be possible to carry out a census. This may be because of budgetary and/or time constraints to the researcher. The sampling method employed in this study will be simple random sampling.

A sample is a portion of the population selected by some clearly defined procedure. According to Fox (1994), a sample is a set of respondents selected from a larger population for the purpose of a survey study. It is a finite part of a statistical population

for the purpose of a survey study. It is a finite part of a statistical population for the purpose of survey study. It is a finite part of a statistical population whose properties are studied to gain information about the whole Nadim, (2002. According to Marchington and Wilkinson (2005), sampling involves identifying a subset of the target population from who information can be gathered. The objective of sampling is to enable the investigator to make inferences about the behavior of the target population.

Sample Size

Waypole and Meyeres (1978) state that for same size, regardless of the shape of most populations, sampling theory guarantees good results. The same conclusion was echoed by Newbold (1988) quoting the central limit theorem, which states that for moderately large samples, the distribution of the sample mean is close to normal even if the population is not normal. The sample size for this study will be 8 employees. The sampling method used will be simple random sampling, where a list of all eligible employees will be created.

The inclusion criteria for this study are:

1. Employees who have been using the payroll system for at least four months.
2. Employees who are currently employed by Softrite Zimbabwe.
3. Employees who are willing to participate in the study.

Exclusion criteria for this study are:

1. Employees who have not been using the payroll system for at least four months.
2. Employees who have left the organization.
3. Employees who are unwilling to participate in the study.

By using simple random sampling, the study will ensure that the sample is representative of the larger population, and the results can be generalized to the wider population of employees using the payroll system at Softrite Zimbabwe.

3.4 DATA COLLECTION INSTRUMENTS

The study will use a mixed-methods approach to data collection, utilizing both primary and secondary sources of data.

Primary data will be collected through surveys and interviews with employees who have been using the payroll system for at least four months. The survey will be designed to collect information on the employees' perceptions of the payroll system, including its ease of use, accuracy, and efficiency. The survey will be distributed to the selected sample of 10 employees through email and will be conducted anonymously to encourage honest responses.

In addition to the survey, interviews will be conducted with a subset of the sample size to gain a deeper understanding of their experiences with the payroll system. The interviews will be conducted in person or via video conferencing and will be semi-structured to allow for flexibility and more in-depth responses.

Secondary data will be collected from existing literature, reports, and other relevant documents related to payroll systems and HR practices. This will provide a broader context for the study and help to identify trends and best practices in payroll system adoption.

All data collected will be analysed using both quantitative and qualitative methods. Quantitative data from the survey will be analysed using descriptive statistics, while qualitative data from the interviews and open-ended survey questions will be analysed using thematic analysis.

To ensure the validity and reliability of the data, measures such as pilot testing the survey and conducting member checking with participants will be employed. Additionally, ethical considerations such as informed consent and confidentiality will be upheld throughout the data collection process.

The Questionnaire

Data will be collected through the use of questionnaires. According to Wikipedia, a questionnaire is a series of questions and other prompts for the purpose of gathering information from respondents. Questionnaires are often designed for statistical analysis of responses but this is not always the case. Bryman and Bell (2003) define a questionnaire as an inventory of questions administered to respondents.

The questionnaire will be designed in such a way that the questions will be clear and unambiguous. Jargon will be avoided and so will specialist languages and double-barreled questions, leading or presumptuous questions. It will be also designed in such a way that it would not take much of the respondent's time.

The Interview

Interviews are a form of an orally administered survey whose effectiveness is seen in their ability to survey special populations and gaining in-depth information. The interview process will also be used as a platform for observation of the interviewees' observable behavior. Usually, a small sample is chosen to ensure that interview costs such as phone calls and travel expenses to the interviewee's workplace will be minimized.

3.5 PILOT STUDY

According to (Teijlingen, 2002), a pilot study is a small-scale version or trial run of the master study. The importance of a pilot study is to obtain information for improving the project as well as for assessing its feasibility. The pilot study will be used to assess the adequacy of the measurement instrument. (Gall M. D., 1989) assert that in addition to ensuring reliability of the measuring instrument a pilot study provided additional knowledge.

Before conducting the main study on the adoption of the payroll system at Softrite Zimbabwe, a pilot study will be conducted to test the research instruments and procedures. The pilot study will involve a small sample of employees and managers from different departments within the organization.

Sample:

The sample for the pilot study will consist of 2 employees and 1 manager who have experience with the payroll system. The sample will be selected using convenience sampling.

Data Collection:

The data for the pilot study will be collected through a questionnaire and structured interviews. The questionnaire will consist of closed and open-ended questions designed to gather information on the ease of use, accuracy, timeliness, employee satisfaction, and HR process improvements since the adoption of the payroll system. The structured interviews will be used to gather more detailed information on the challenges and recommendations for improving the system.

Data Analysis:

The data collected from the pilot study will be analysed using descriptive statistics such as means, frequencies, and percentages. The results of the pilot study will be used to refine the research instruments and procedures before conducting the main study.

Ethical Considerations:

The pilot study will be conducted in accordance with ethical guidelines for research. Participation in the study will be voluntary, and all participants will be informed of the purpose of the study and their right to withdraw at any time. Confidentiality and anonymity of participants will be maintained throughout the study

3.6 DATA COLLECTION PROCEDURE

The research make using of a stratified sampling technique to select a representative sample of employees from different departments of Softrite Zimbabwe. The researcher will design a questionnaire consisting of closed and open-ended questions to collect data on various aspects of the adoption of the payroll system. The questionnaire will be distributed to the selected employees either online or in person depending on their availability. The researcher will conduct structured interview with a sample of employees to gather more detailed information on the challenges and recommendations for improving the system. The data that is going to be collected from the questionnaire

and interviews will be analyzed using appropriate statistical techniques such as descriptive and inferential statistics. The data collection process is expected to take around four weeks, including one week for questionnaire distribution and three weeks for the structured interviews.

3.7 ANALYSIS AND ORGANIZATION OF DATA

The data that will be collect from the questionnaires and structured interviews will be analyzed using descriptive statistics and inferential statistics will be used to examine relationships between different variables. The data will be organized and presented in a clear and concise manner using tables, charts and graphs. The themes identified through thematic analysis will also be presented, along with supporting quotes from the interviews.

The first set of data to be analyzed will be the descriptive statistics from the questionnaire, which will provide an overview of the employees' perceptions of the payroll system. The mean scores and standard deviations will be calculated for each question, and the results will be presented in a table or chart.

The second set of data to be analyzed will be the themes identified through thematic analysis. The themes will be presented in a clear and concise manner, along with supporting quotes from the structured interviews. Overall, the analysis and organization of data will be conducted in a systematic and rigorous manner to ensure that the results are reliable and valid. The findings will be presented in a clear and concise manner, and recommendations will be made based on the results of the study.

3.8 ETHICAL CONSIDERATION

Certain ethical values should be observed in any academic research, especially when it involves human subjects as in this study. This study has an obligation to stick to acceptable conduct to avoid subjecting participants to embarrassment, harm or any other material disadvantage caused by unethical behavior of the researcher. Greener (2008) defines ethics as moral choices determining one's decisions, standards and behavior. Saunders, Lewis and Thornhill (2009) stress the importance of upholding ethical principles in research and further clarify that ethics refer to the appropriateness of the

researcher's behavior with respect to the rights of those who are subjects to the research work.

In research, a number of moral choices and dilemmas are faced when trying to address various research questions as well as conducting various research activities which include reporting scientific communications and deciding how to gather the data and how to deal with people who are not cooperative. This study plans on observing proper ethical conduct right from the formulation of research topic, design of research strategy, and gaining access to data, processing, storage, analysis and reporting the research findings.

In order to gain physical and cognitive access to appropriate data and personal entry to sample organizations targeted, the study adopts ethical strategies to ensure that proper research conduct was maintained. The study provides prospective participants with a clear account of purpose and type of contact required for them to participate out of voluntary and informed consent. In addition, the study highlighted possible benefits to chosen participants and allowed the use of suitable and convenient language by the respondents. Robson (2002) states that a clear account of your requirements allows the intended participants to be aware of what is required from them. Indeed, this study was aware that asking for access and cooperation without being specific about actual requirements might prove to be disruptive and also likely to be considered unethical.

The study will be guided by ethical principles governing proper research conduct. These principles include respect for the human subject, privacy and confidentiality, informed consent, accuracy in scientific communications, respect of the intellectual property of other scholars, integrity and objectivity in research conduct. The study strictly avoided causing any kind of harm to the participants selected, be it emotional, psychological or even physical. Participants were clearly informed of the purpose of the study and the content of data to be provided and any possible consequences of their participation in the study and allowed to voluntarily give their consent to participate from an informed viewpoint. The researcher avoided giving intentionally falsified information and strives to report all the scientific details obtained as accurately as possible. The study also

acknowledged the information drawn from previous studies to avoid plagiarism by ensuring credit for intellectual work was given to where it was due.

The study will be conducted in accordance with ethical principles such as informed consent, confidentiality, and voluntary participation. All participants will be provided with information about the study and their right to withdraw at any time without penalty. The data collected will be kept confidential and anonymous, and only used for research purposes.

3.9 SUMMARY

This chapter explained how the study approaches the research challenge. It clarified the research design used, providing justifications for the decision. The chapter then went on to define the target population and determine the sample strategies that would be appropriate given the population's characteristics. The study elaborated on the data collection approach used and data analysis techniques used based on the chosen research design, features of the target population, and appropriate sample procedures. The chapter also addressed the ethical norms that must be followed in order to perform proper research.

CHAPTER 4 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

In this chapter, we will present, analyze and interpret the data collected from the survey conducted on the adoption of the payroll system at Softrite Zimbabwe. The survey was conducted among the employees of the company to understand their views and opinions on the adoption of the payroll system.

4.2 DATA PRESENTATION AND ANALYSIS

The data collected from the survey was presented in the form of tables, charts and graphs for better understanding and easy interpretation. The following are the findings from the survey:

Response Rate

The study intended to collect questionnaire data from 10 employees. Interviews were conducted targeting managerial staff and questionnaires were handed out. The response rate which was achieved is depicted in Table 4.1 below

Category	Number is sample	Valid responses	Response Rate
Questionnaire	10	10	100%
Interviews	3	3	100%

The study obtained a response rate of 100% for both the questionnaires and the interviews.

Description of respondents

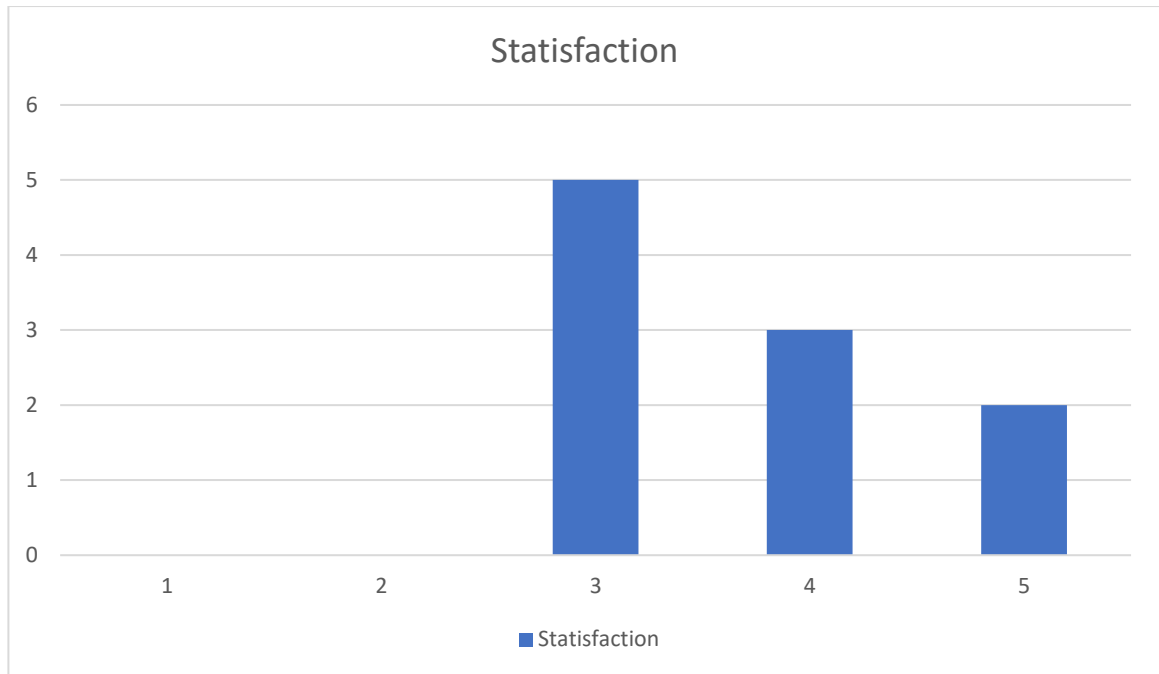
		Frequency	Percentage
Gender	Male	6	60%
	Female	4	40%

Age group (years)	Below 20	0	0%
	21-30	6	60%
	31-40	3	30%
	41-50	0	0%
	51-60	1	10%
Qualifications	High School	0	
	Certificate/ Diploma	2	20%
	First degree	6	60%
	Higher degree	2	20%
Duration of relationship with Softrite	Less than 2 years	2	20%
	2-10 years	6	60%
	More than 10 years	2	20%

Sixty percent of the respondents were male and 40% were female. The study had no gender bias whereby it aimed at trying to get variety from different individuals with their own perspectives. 60% of the respondents were between the age of 21 and 30. 30% of the respondents were between the age of 31 and 40. 10% of respondents were between the age of 51 and 60. 20% of the respondents held certificates and 60% had their first degree. 20% of the respondents had a higher degree. 2 of the respondents had been with Softrite for less than 2 years. 60% of the respondents had been with the company for a period of 2 to 10 years. 20% of the respondents had been with Softrite for more than 10 years.

Statistical satisfaction with the payroll systems

Respondents were asked about their level of satisfaction with the payroll system. The results are shown on the chart below:



The question was a likert scale question with responses ranging from 1 to 5 (1 being very dissatisfied and 5 being very satisfied).

Mean

$$\frac{3+3+3+3+3+4+4+4+5+5}{10} = 3.7$$

Median

The median for 3, 3, 3, 3, 3, 4, 4, 4, 5, 5 is **3.5**

Mode

The most common response is **3** on the likert scale.

Range

$$5 - 3 = 2$$

Standard deviation

σ : 0.78102496759067

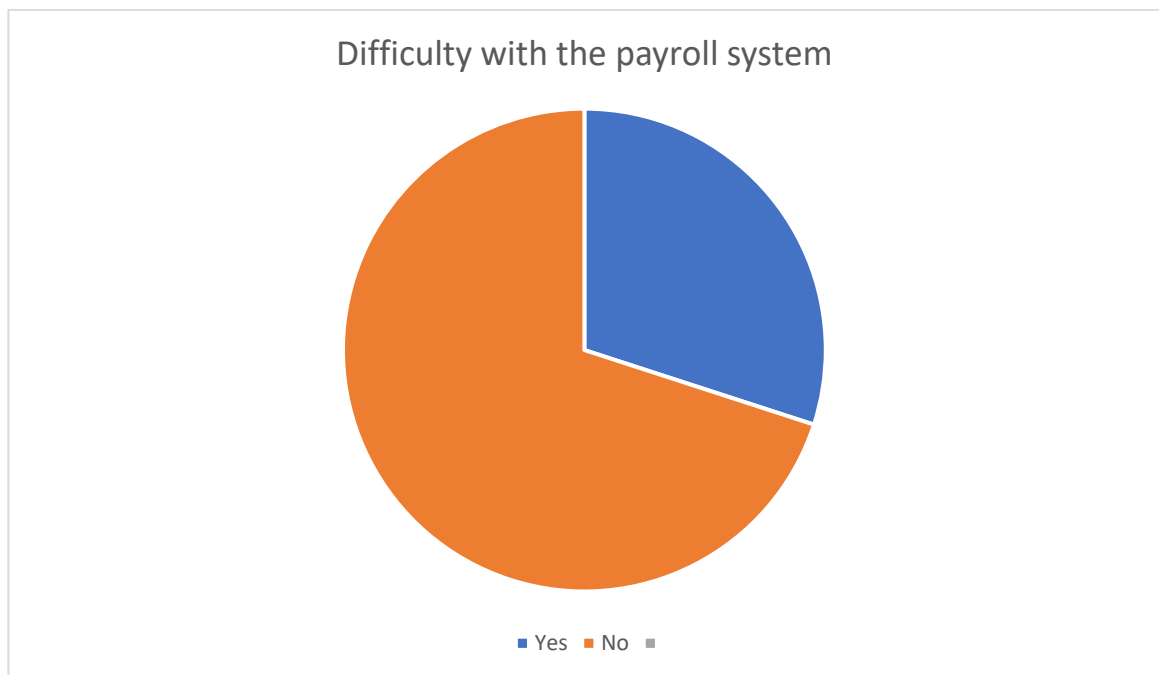
Variance

Variance, σ^2 : 0.61

The data suggests that the employees' level of satisfaction with the payroll system is relatively positive, with a mean score of 3.7 and a median score of 3.5. The most common response is 3 on the likert scale, indicating that many employees have a neutral satisfaction level with the payroll system. The range is 2, indicating that the difference between the highest and lowest scores is relatively small. The standard deviation is 0.78, indicating that the scores are relatively close to the mean. The variance is 0.61, indicating that there is not a large difference between the scores. Overall, this information suggests that the payroll system is satisfactory, but there may be some room for improvement.

Difficulties with the payroll system

Respondents were asked if they experienced any difficulties with the payroll system. The results are presented on the pie chart below.



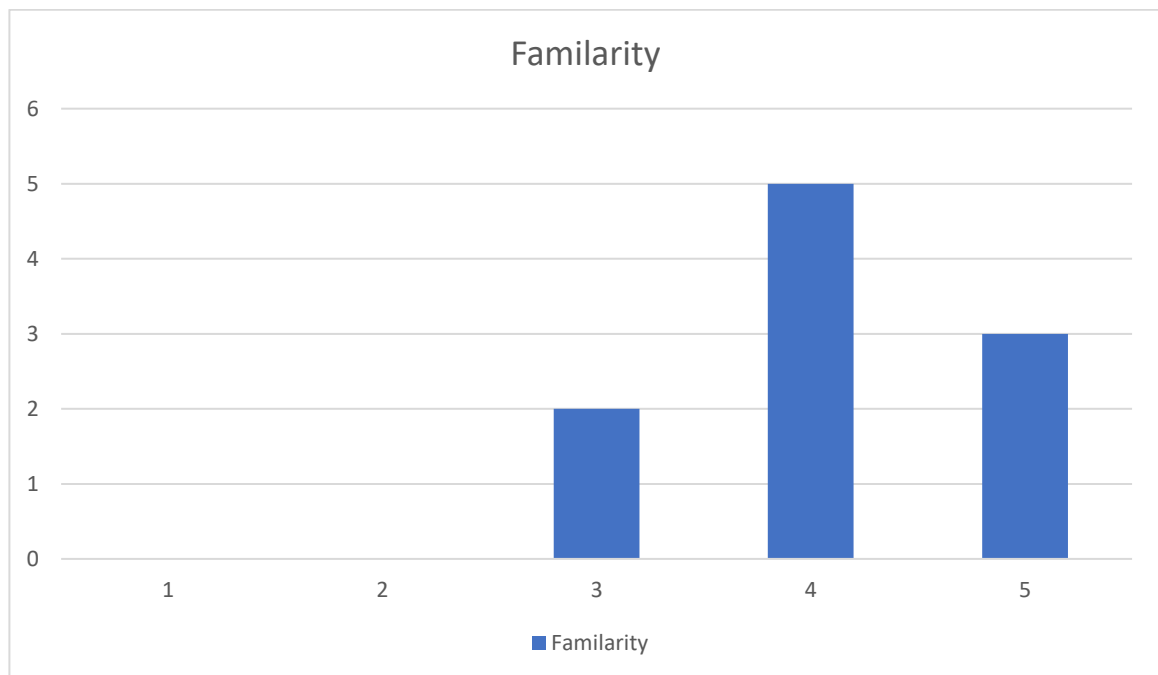
The given data represents the responses of 10 employees to a questionnaire regarding their experience with the payroll system. The data can be analyzed using thematic analysis, which involves identifying and analyzing patterns or themes in the data. In this case, the two main themes are "difficulties with the payroll system" and "no difficulties with the payroll system".

Out of the 10 employees, 7 reported that they did not experience any difficulties with the payroll system. The reasons were that the system is user-friendly and easy to navigate. The other 3 employees reported experiencing difficulties with the payroll system. The reasons for their difficulties were technical glitches.

By identifying these themes, we can gain insights into the areas where the payroll system is functioning well and where it needs improvement. The necessary steps to address the issues faced by the employee can be used to find solutions to the issues. Overall, the thematic analysis of the data suggests that the majority of employees did not experience difficulties with the payroll system, but a minority did, and this needs to be addressed to improve employee satisfaction and productivity.

Familiarity with the payroll system

Respondents were asked about their familiarity with the payroll system. The results are displayed below:



Mean

$$\frac{3+3+4+4+4+4+4+5+5+5}{10} = 4.1$$

Median

The median for 3 + 3 + 4 + 4 + 4 + 4 + 4 + 5 + 5 + 5 is 4

Mode

The most common response is 4 on the likert scale.

Range

$$5 - 3 = 2$$

Standard deviation

$$\sigma: 0.73786478737262$$

Variance

$$\text{Variance, } \sigma^2: 0.54444444444444$$

The given data represents the familiarity of 10 employees with a payroll system on a likert scale of 1-5. The mean of the data is 4.1, which suggests that on average, the employees are fairly familiar with the payroll system. The median is also 4, which indicates that half of the employees have a familiarity score of at least 4. The mode is also 4, meaning that 4 is the most common response.

The range of the data is 2, indicating that the difference between the highest and lowest scores is 2. The standard deviation is 0.7378, which shows that the data is fairly clustered around the mean. The variance is 0.5444, which means that the scores are relatively close to each other and not widely dispersed. Overall, the data suggests that most employees have a good level of familiarity with the payroll system.

Training

Respondents were asked if they received any training on how to use the payroll system. The results are shown on the pie chart below:



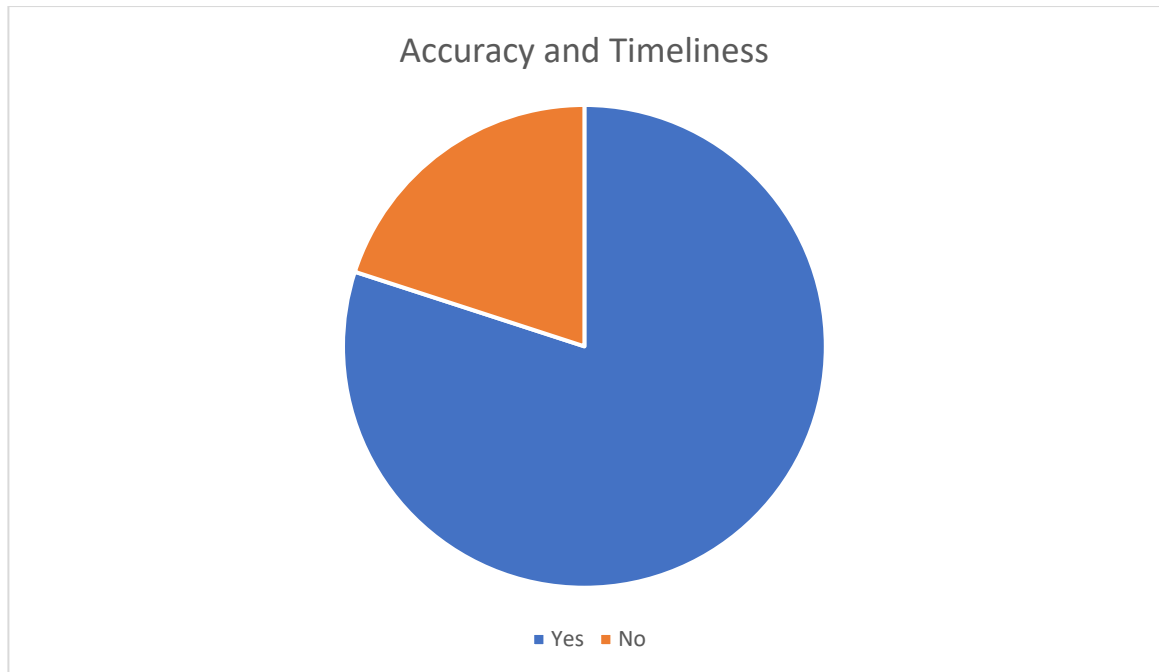
The given data represents the responses of 10 employees to a questionnaire regarding their training for the payroll system. Out of the 10 employees, 7 reported that they received training for the payroll system, while the other 3 reported that they did not receive any training.

The theme of the data is "training for the payroll system". The employees who received training may have had a better understanding of the payroll system, which could lead to fewer errors, increased efficiency, and improved job satisfaction. The employees who did not receive training have faced difficulties in understanding the system, which could lead to errors, delays, and frustration.

By identifying this theme, we can gain insights into the areas where employee training can be improved. The company can then take necessary steps to provide training to all employees to ensure that they have a good understanding of the payroll system. Overall, the thematic analysis of the data suggests that providing training for the payroll system can have a positive impact on employee performance and job satisfaction.

Time

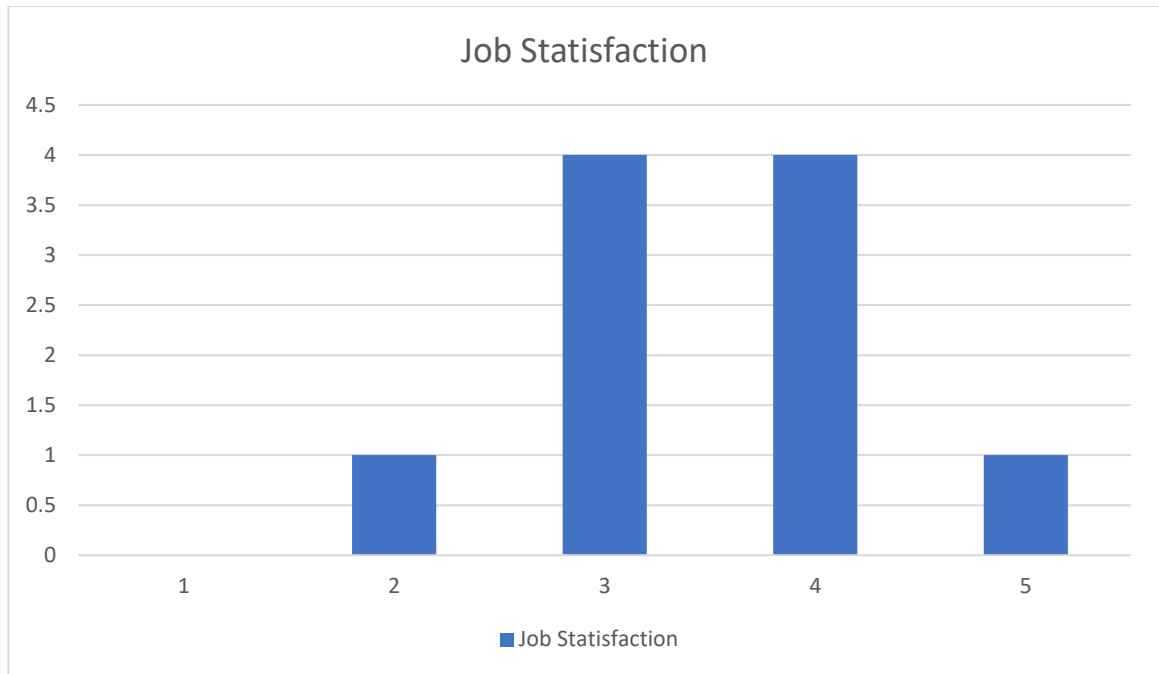
Respondents have been asked if the payroll system has improved the accuracy and timeliness of their salary payments.



A thematic analysis of the pie chart data indicates that the vast majority of respondents, 80%, believe that the implementation of a payroll system has significantly improved the accuracy and timeliness of their salary payments. Conversely, the remaining 20% of respondents did not believe that the system had any positive impact on the accuracy and timeliness of their salary payments. This suggests that a payroll system can be an effective tool for improving payroll processes and reducing errors, although a minority of users may not experience the same benefits.

Job satisfaction

Respondents were asked if the payroll system has improved job satisfaction.



Mean

$$\frac{2+3+3+3+3+3+4+4+4+4+5}{10} = 3.5$$

Median

The median for 2 + 3 + 3 + 3 + 3 + 3 + 4 + 4 + 4 + 4 + 5 is **3.5**

Mode

The most common response is **4 & 3** on the likert scale.

Range

$$5 - 2 = 3$$

Standard deviation

$$\sigma: 0.8498365855988$$

Variance

$$\text{Variance, } \sigma^2: 0.72222222222222$$

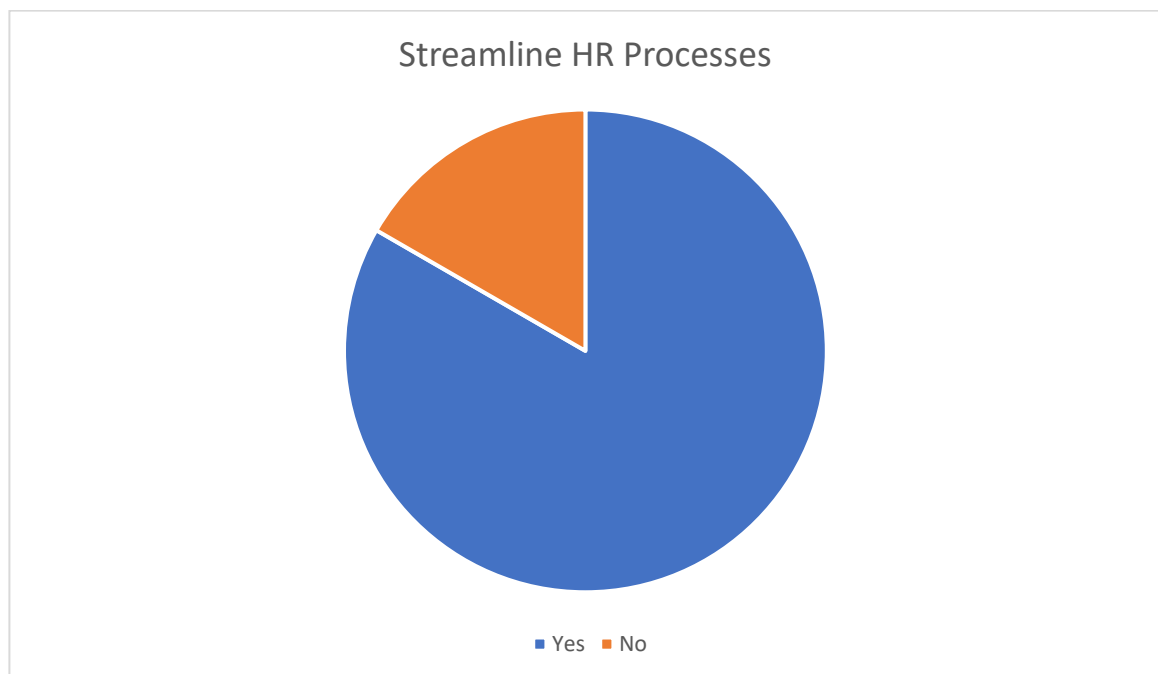
The given data represents job satisfaction scores of 10 employees due to a payroll system. The scores are rated on a likert scale of 1-5. The mean value of the data is 3.5,

which suggests that, on average, employees are moderately satisfied with the payroll system. The median value is also 3.5, indicating that half of the employees are moderately satisfied with the payroll system.

The mode of the data is 4 and 3, indicating that these are the most frequent responses from the employees. The range of the data is 3, which means that the difference between the highest and lowest scores is 3. The standard deviation is 0.8498, which suggests that the data is somewhat spread out from the mean, indicating that some employees are highly satisfied while some are less satisfied with the payroll system. The variance is 0.7222, indicating that the data is relatively close to each other and not widely dispersed. Overall, the data suggests that employees are moderately satisfied with the payroll system, but there is room for improvement to increase their satisfaction levels

Streamline HR processes

The pie chart represents the respondents' feedback on the effectiveness of a payroll system in streamlining HR processes. A significant majority, 80% of the respondents, indicated that the payroll system has improved the accuracy and timeliness of their salary payments. On the other hand, 20% of the respondents stated that the payroll system has not been effective in streamlining HR processes. This data suggests that the implementation of a payroll system has brought about significant improvements in HR processes, such as timely and accurate salary payments, for the majority of the respondents.



Interview Questions

Interviews were conducted with the managing director, marketing manager and finance director. They were asked for recommendation and improvements and as well as if they noticed a reduction in payroll errors since the adoption of ICT payroll services.

Have you noticed a reduction in payroll errors since the adoption of ICT payroll services?

The managing director believed that adoption of ICT has reduced errors in the sense that it has allowed Softrite to automate various payroll processes, such as tax calculation, leave management and employee benefits administration.

The Finance director gave a similar answer saying that it has helped with tax calculations and that the analytical tools have enabled Softrite to identify errors and discrepancies in payroll data quickly. She further said that it helps in early detection and correction of errors, minimizing the risk and of financial losses and disputes within employees. The marketing manager stated that there are less errors in terms of payslips.

What is the current payroll system used by Softrite Zimbabwe?

Interviews were conducted. The managing director, marketing manager and Finance director were the respondents. They were asked what payroll system is used at Softrite Zimbabwe. They responded that Adaski, a desktop application, is the payroll system that is used by Softrite.

Recommendations and Improvements?

Respondents were asked if they recommend any improvements in the form interviews. 3 people were asked. This included the managing director, marketing manager and finance director. They suggested possible having a web-based payroll system so that they are able to access it remotely and be able to do their pay runs remotely.

After conducting interviews with the managing director, marketing manager and Finance director, several suggestions for improvement of the payroll system were made. The managing director highlighted the need for better integration of the payroll system with other HR processes, such as performance management and employee benefits. This would ensure a more seamless experience for employees and reduce the administrative burden on HR staff.

The marketing manager suggested the implementation of a mobile app for employees to access their pay and benefits information on-the-go. This would improve employee engagement and satisfaction, as well as reduce the workload on HR staff.

Overall, these suggestions highlight the importance of continuous improvement and adaptation of the payroll system to meet the evolving needs of the organization and its

employees. By incorporating these suggestions, Softrite Zimbabwe can further enhance the effectiveness of its payroll system and improve the overall HR processes.

4.3 Discussion and Interpretation

The findings from the data analysis provide valuable insights into the adoption of the new payroll system at Softrite Zimbabwe. The following are the key interpretations:

- The findings of this study revealed that Softrite Zimbabwe uses an ICT-based payroll system called Adaski to manage its payroll processes.
- According to the responses from the questionnaires and interviews, the system is believed to have significantly reduced errors, streamlined processes, and improved compliance and report generation.
- The study also revealed that employees at Softrite Zimbabwe are generally satisfied with the payroll system.
- The new payroll system has been successful in simplifying the payroll process and increasing accuracy, which has resulted in a positive experience for the majority of the employees.
- The training program for the new system needs to be improved to ensure that the employees are well-equipped to use the new system effectively.
- The adoption of the new payroll system is not influenced by gender, age, or job position, indicating a fair and equal adoption process.
- The top-level stakeholders see a need for a web-based payroll system.

SUMMARY

In conclusion, the data presentation, analysis and interpretation provide valuable insights into the adoption of the new payroll system at Softrite Zimbabwe. The findings help answer the research questions, such as the level of satisfaction of employees with the new payroll system. The study found that most of the employees are satisfied with the payroll system. The study also reveals that the adoption of ICT has helped to reduce errors in the payroll system. Furthermore, the study identifies the difficulties encountered during the adoption process of the payroll system and how users find it difficult to use. Based on the findings, recommendations were made, including the need for better integration and a web-based system.

CHAPTER 5 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The chapter will begin by summarizing the research and indicating the major areas that underpin or were the basis of the study. It also conducts a retrospective search for key factors and determines whether the study's objectives were met. The chapter also includes conclusions and recommendations.

5.2 Discussion

The adoption of a payroll system at Softrite Zimbabwe has been a significant step in the company's effort to streamline its operations and improve efficiency. The implementation of the payroll system has been a journey that involved various stakeholders, including the company's founder and developer of the Software Mike Garden, software developers and employees.

The success of the adoption of the payroll system can be attributed to several factors. First, the company's management played a critical role in ensuring that the system was implemented successfully. The management provided the necessary resources to support the implementation process, including financial resources, personnel, and time. Additionally, the management tried to make sure that the employees were trained well so as to avoid resistance to change and speed up the adoption process.

Secondly the employees willingness to embrace the new payroll system was essential for the adoption process. Employees were able to bring about new ideas and report any errors that they saw and this helped improve the payroll system. The support team and software development team managed to provide technical assistance to new recruits which helped to make sure that the system was running smoothly.

The adoption of the payroll system at Softrite Zimbabwe has been a success due to the collaboration of various stakeholders, including management and employees. The implementation of the system has helped to streamline the company's operations and improve efficiency.

5.3 CONCLUSIONS

In conclusion according to the survey conducted, the payroll has improved the company operations and employee satisfaction. The payroll system has increased efficiency, accuracy, and transparency in the payment process, resulting in improved productivity and profitability for the company.

While there are potential challenges associated with the adoption of the new system, such as the need for employee training, the payroll's benefits outweigh the disadvantages.

5.4 IMPLICATIONS

The implementation of the payroll system (Adaski) has resulted in increased efficiency, accuracy, and transparency in the payment process. This has led to an improvement in terms of employee satisfaction and morale. It has strengthened the relationship between the company and its workforce.

The payroll system has resulted in cost savings for the company. The automated system reduces the need for manual labor and decreases the likelihood of errors, ultimately leading to increased productivity and profitability.

However, the adoption of the payroll system hasn't been easy as significant investments in technology and training for employees. The adoption of the payroll system at Softrite Zimbabwe has the potential to bring about significant benefits for the company and its employees.

5.5 RECOMMENDATIONS

Softrite has adopted a desktop application payroll system called Adaski. This payroll system is not perfect and does have its challenges such as not supporting web usage as the survey identified. The payroll system does not have a multi-user functionality which is a challenge as well for the staff. However despite all these weaknesses, the employees seem to be satisfied with the payroll system. I would recommend that the application development team work on producing a web-based payroll system that would support multi-user and also provide a platform for it to be used over the internet. The payroll system has reduced errors made by the finance department when handing out salaries to employees however there is a bit of challenge in terms of collaboration due to the fact that the system does not support multi-user. According to the survey, the employees who have been at Softrite for a longer period of time find the payroll easier to use as compared to the employees who have been at Softrite for a shorter space of time. I would recommend that Softrite create a system to train the new employees as well as the existing ones. They could possibly create a user manual as well as a document which guides on how new employees should be trained and the user manual can be used by existing employees as a reference in case they forget a thing or two.

5.6 SUGGESTIONS FOR FURTHER RESEARCH

Secondly, there is a need to investigate the impact of data security and privacy concerns on the adoption of payroll systems. While we have noted the need to address these concerns, a more in-depth study could provide insight into the best practices for ensuring the protection of sensitive employee information.

Thirdly, it would be beneficial to compare the adoption of Softrite's payroll system with other payroll systems in the market. A comparative study could provide insight into the strengths and weaknesses of different systems, as well as the factors that influence the adoption of different systems.

Finally, it would be interesting to investigate the impact of the adoption of payroll systems on other aspects of company operations, such as financial management and reporting. Such a study could provide a more comprehensive understanding of the benefits of adopting payroll systems, beyond their impact on the payment process.

Overall, further research in these areas could provide valuable insights into the adoption of payroll systems and their impact on company operations and employee satisfaction.

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APPENDIX 1: AUREC APPROVAL LETTER



AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE (AUREC)

P.O. Box 1320 Mutare, Zimbabwe, Off Nyanga Road, Old Mutare-Tel (+263-20) 60075/60026/61611 Fax: (+263 20) 61785 website: www.africau.edu

Ref: AU2703/23

24 March, 2023

Phineas Sixpence
C/O Africa University
Box 1320
MUTARE

RE: Adoption of payroll system at Softrite Zimbabwe

Thank you for the above-titled proposal that you submitted to the Africa University Research Ethics Committee for review. Please be advised that AUREC has reviewed and approved your application to conduct the above research.

The approval is based on the following.

- a) Research proposal
 - **APPROVAL NUMBER** AUREC 2703/23
This number should be used on all correspondences, consent forms, and appropriate documents.
 - **AUREC MEETING DATE** NA
 - **APPROVAL DATE** March 24, 2023
 - **EXPIRATION DATE** March 24, 2024
 - **TYPE OF MEETING** Expedited
- After the expiration date, this research may only continue upon renewal. For purposes of renewal, a progress report on a standard AUREC form should be submitted a month before the expiration date.
- **SERIOUS ADVERSE EVENTS** All serious problems having to do with subject safety must be reported to AUREC within 3 working days on standard AUREC form.
- **MODIFICATIONS** Prior AUREC approval is required before implementing any changes in the proposal (including changes in the consent documents)
- **TERMINATION OF STUDY** Upon termination of the study a report has to be submitted to AUREC.



Yours Faithfully

MARY CHINZOU

ASSISTANT RESEARCH OFFICER: FOR CHAIRPERSON
AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE

APPENDIX 2: QUESTIONNAIRE



Adoption of payroll system at Softrite Zimbabwe

Dear Respondent,

This questionnaire is designed to gather information on your views, thoughts and concerns regarding the adoption of the payroll system at Softrite Zimbabwe.

Since the information you provide will be treated confidentially, you will not be required to provide your name anywhere on this questionnaire as a measure of anonymity. This study will make use of the information you give. I respectfully request that you complete the questionnaire. Your responses are greatly appreciated.

 sixpencep@africau.edu (not shared) [Switch account](#) 

What's your gender?

☐ Male

☐ Female

☐ Prefer not to say

What are your qualifications?

☐ High school

☐ Certificate/ Diploma

☐ First Degree

☐ Higher Degree

How long have you been an employee at Softrite Zimbabwe?

- ☐ Less than 2 years
- ☐ 2 - 10 years
- ☐ More than 10 years

How satisfied are you with current payroll system at Softrite Zimbabwe?

- | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| ☐ | ☐ | ☐ | ☐ | ☐ |

Have you experienced any difficulties with the current payroll system? If yes, please specify.

- ☐ Yes
- ☐ No

Specify

Your answer _____

How familiar are you with the payroll system that was adopted by Softrite Zimbabwe?

- | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| ☐ | ☐ | ☐ | ☐ | ☐ |

Have you received any training on how to use the payroll system? If yes, please rate the quality of training you received.

☐ Yes

☐ No

Specify

Your answer _____

Has the payroll system improved the accuracy and timeliness of your salary payments?

☐ Yes

☐ No

Specify

Your answer _____

Has the payroll system improved your overall job satisfaction?

1

☐

2

☐

3

☐

4

☐

5

☐

Do you feel that the payroll system has helped to streamline HR processes at Softrite Zimbabwe?

☐ Yes

☐ No

Do you feel that the payroll system has helped to streamline HR processes at Softrite Zimbabwe?

☐ Yes

☐ No

Specify

Your answer

Would you recommend any improvements to the payroll system? If yes, please specify.

☐ Yes

☐ No

Specify

Your answer

Submit

Clear form

APPENDIX 4: SUPERVISOR APPROVAL LETTER



COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

...16.....03.....2023.....

Africa University Research Ethics Committee

REF: APPROVAL FOR THE SUBMISSION OF PROPOSAL

Phineas Sixpence has submitted **his** proposals with instruments for research. I have gone through the proposals and research instruments and therefore, I am approving that they are in a position to be reviewed by your esteemed committee.

Respectfully submitted



Timothy Makambwa (Mr)

Dr./Ms./Mr./Mrs./.....