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FACULTY OF COMMERCE

DEPARTMENT OF ACCOUNTING

B.COMM ACCOUNTING HONOURS

An investigation of the risks of using new integrated accounting information system (A case study of Zimbabwe Statistical Agency)

SUBMITTED BY

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This dissertation is submitted in partial fulfilment of the requirements of the Bachelor of Commerce Honours Degree in Accounting at Midlands State University

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APPROVAL FORM

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DEDICATION

This research project is dedicated to my aunty and friends for their encouragement and support during my study.

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My sincere gratitude goes to Almighty Lord for his blessings. Special thanks to my boss Mr Chijokwe for granting me the authority to carry out this research, I am very grateful for his continuous support in the preparation of the project and special thanks to my supervisor Mr Kazembe for his patience in guiding me to accomplish this project.

ABSTRACT

The accounting information system (AIS) is of utmost important in providing the financial information for decision making purposes within the organisation. The research explores on the risks of using new integrated (AIS) and the effect of operating non- integrated accounting information systems. For the past years the ZIMSTAT has been facing challenges due to the operation of non- integrated (AIS), various departments operated stand- alone systems divorced from each other. The organisation has been faced with risks such as data manipulation, errors, and perpetration of frauds by the system users taking advantage of the weak system and results in poor decision making. The research showed that the degree of non-integrated (AIS) is very high at the organisation though integrated systems Enterprise Resource Planning (ERP) were in place. To encourage users to adapt to change, management was encouraged to show high levels of commitment and there was need for the users to be trained regularly in and outside the working environment. There is also need to appoint a project team which will monitor the progress of the implementation project.

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Chapter 1

1.0 lntroduction

This chapter covers the background of the study, statement of the problem, main research objective, research questions, delimitation and limitation of the study, key definition of complex and technical terms and ends with a summary.

1.1 Background to the study

Zimbabwe Statistical Agency (ZIMSTATS) is a governmental non-profit making organisation.

The organisation finances are managed by the accounts department which is responsible for settlement of creditors, payments of salaries and maintenance of the working capital. ZIMSTATS accounts department uses the pay-net system for the payments of salaries and creditors. The pay-net system connects from the pastel system through software called the intergras. The pastel system is not integrated with all the users in the accounts department and the internally generated systems of the organisation for example the publication office, human resources, canteen department and the administration department which deals with large volumes of transactions for accounts creation.

As a result the Finance Director Mr Chijokwe responsible for the authorisation of payments in the pay net system relies on the information in the pastel system whose authenticity would not have been verified. Mr Mutodzaniswa, Chief Accountant, was of the opinion that un-integrated information systems lead to system manipulation and errors which distorted accurate information being reported on the state of affairs of the organisation as shown in table 1.1. **Table 1.1: Reported cases of System Manipulation and Errors**

Cases of system manipulation and errors	**Years**			**Total ($)**
	2011 ($)	*2012 ($)*	*2013($)*	
Amounts being posted in wrong accounts of creditors	14 330	677	21 000	36 007
Creditors being paid twice for a single service	3 000	56 500	44 000	103 500
Un authorised transactions being paid to creditors	12 600	45 800	220	58 620
Total	**29 930**	**102 977**	**65 220**	**198 127**

Source: Chief Accountant Report (December2013)

There have been trends of system manipulation by staff so that their friends (creditors) may benefit and a reported series of avoidable errors. In 2011, 2012 and 2013 it amounted to $29

930, $102 077 and $65 220 respectively. Amounts that were posted in wrong accounts of creditors amounted to $36 007, creditors paid twice for a single service amounted to $103 500 and unauthorised transactions paid to creditors amounted to $58 620. Also, individuals who partake in various projects for example enumerators of the 2012 census were being paid twice or omitted in the system due to non-integrated accounting system from within the internal system and from various provinces who submitted names of the enumerators, resulted in the duplication of names and account numbers. The organisation has not yet recovered an amount of $102 676 which were posted to enumerators erroneously in 2012, after an audit was done.

The Director General Mr Dzinotizei cited that the organisation has been receiving goods and services in good faith up until the end of 2012 when more transactions were being carried out during the national exercise of census. Henceforth during the start of 2013 creditors started to tighten their conditions and more complains were being raised by both individuals who offered services in various projects like Agricultural and Livestock Survey (ALS), Central Business Registry (CBR) and enumerators of 2012 Census, also independent companies who offered goods and rentals for credit. The organisation lost some of its major suppliers and service providers during that period which include Devcon (pvt) ltd, AMTEC and Billtrans (pvt) ltd.

The General Manager Mr Shoniwa reported that "the situation is being worsened with the pastel accounting system especially during busy days, the system becomes very slow and deferring the whole purpose of offering good service to the clients''. This usually leads to the recording of transactions manually and being imported directly into the paynet system because the pastel will be acting up and down which disrupts the whole process.

1.2 Statement of the problem

ZIMSTATS has been facing challenges and risks due to lack of system integration. Possibility of inaccurate information were being reported due to lack of reliability of the

financial reports, lack of credibility of the financial information in decision making and system manipulation due to lack of system interface between the internally generated systems in the organisation.

1.3 Main research objective

The main thrust of this research is to investigate the challenges and risk associated with operating a non-integrated (AIS) and the effects of unreliability of financial information for decision making.

Sub- research objective

- To identify the risks associated with operating a non-integrated (AIS).
- To outline the challenges associated with operating a non-integrated (AIS) at Zimbabwe Statistical Agency (ZIMSTATS).
- To describe the ease of use of technology by accounting staff members.
- To analyse the resistance to change by the system users.
- To come up with recommendations that will help to speed up the implementation and the practices of operating an integrated accounting system.

1.4 Research questions

- What are the risks associated with operating a non-integrated (AIS)?
- What challenges are associated with operating a non-integrated (AIS)?
- What is the perceived ease of use of technology?

- What causes the system users to resist to change?
- What can be done to speed the implementation of operating an integrated accounting system?

1.5 Justification of the study

To the student

The research is prepared in partial fulfilment of Bachelor of Commerce Accounting Honours Degree and it exposes the researcher's skill in research capabilities.

To Midlands State University

If accepted the research will form a reference to future research by other students.

To the organisation

Once the project output is implemented and put to use, then the finance department will manage its data, minimise errors and system manipulation.

1.6 Delimitations of the study.

The study would be conducted at Zimbabwe Statistical Agency (ZIMSTATS) a non profit making organisation at the Harare head office and covers the period from Jan 2011 to December 2013.The research focus on using new accounting system and the target respondents would be those who use the system in the accounts department.

1.7 Limitations of the study.

There conditions which were beyond the researcher’s control places restrictions to the execution and conclusions to the study. These limiting factors affect both the quality, integrity and the progress of the research. These include:-

Time constraint.

Time of the study is limited as most likely the research is done concurrently with other modules in progress and these normally results in divided concentration and extra work has to be done to strike a balance between the two.

Financial constraints.

Financial constraints inhibit proper collection of data and access to resources. However, since the research was not allocated money for this project, all expenses were met from his pocket money.

Access to information.

lnformation needed is highly confidential and access to such information is limited. Respondent to questionnaires and interviews will be in some instances conservative to release all the information due to its high confidentiality and company policies thus placing a major constraint in obtaining information that is crucial and relevant to the study. Triangulation will be used to access different sources of data such as interviews, questioners and document review.

1.8 Assumptions

- Respondents will be cooperative and respond within reasonable time to enable the researcher to carry out the research as scheduled.

1.9 Definition of terms

- Accounting information system - is a computer based system of records, which unite accounting concepts and principles in which the information system is used to record and analyse business transactions for the purpose of preparing and providing accounting information to the intended users.

- Integrated accounting system- an accounting software package for multi-valued database systems and use interface for firms such as accounting, finance and decision making function.
- Triangulation - is a unique technique that facilitates verification information through validation data from more than two sources, for example questionnaires, interviews and document review.
- Implementation- encompass all the processes drawn in getting a new software or hardware operating properly for its intended use in its environment, which includes installation, running, configurations, testing, and making necessary changes, www.techtarget.com (28/07/l4;10:43hrs).

1.10 Summary

This chapter focused on the background of the study, statement of the problem, objectives of the study to help the reader develop an appreciation of the study as well as delimitation of the study and limitations of the research which the researcher might encounter in drawing conclusion. The subsequent chapter will deal with literature review.

Chapter 2

Literature Review

2.0 Introduction

The chapter involves the review of the knowledge of many authors on the research understudy. Gerald, Miller &Yang (2009) is of the view that, literature review is a comprehensive survey of previous inquires related to a research question and it provides an analysis of the likeliness and variations of ideas suggested by various scholars.

The focus of this chapter is to give an overview of accounting information system (AIS), objectives of (AIS), integration of (AIS), benefits and risks associated with operating non-integrated (AIS), to describe the ease of use of technology, to analyse the resistance to change by the system users, the best practices of integrated (AIS) and ends with a summary.

2.1 Overview of (AIS)

According to Hansen (2012) an accounting information system (AIS) in general is a computer based method of tracking accounting activities in conjunction with information technologies. Hall (2013) states (AIS) are systems of data records, people and activities that processes information and data in an company. The resulting information can be used externally and internally by management. (AIS) is a fundamental part of any business and it should provide users with appropriate information for decision making.

The Roles of Conceptual Frameworks in Accounting

Timely Information

According to Zabihollah & Riley (2010), timeliness is of essential importants as a characteristic of quality financial information. This arises as a result of perishability of accounting information. Financial information (statements) must be on hand at the right time otherwise it loses relevance if not provided when needed.

Fundamental qualitative characteristics that make information useful

- Relevance – financial statements or information must relevant to the users and the information provided must be capable of making a difference in decision making. Information is capable of making a difference if it has predictive value, confirmatory value or both. CF Para QC6 & 7

- Faithful representation - financial information must represent what it purports to represent not only represent relevant phenomenon. To financial information to be a completely faithful represented, they should have three characteristics. That is it should be complete, neutral and free from error. CF Para QC12

Enhancing qualitative characteristic

- Timeliness-intells having information to those that need it promptly and influencing their decisions. CF Para QC29

- Understandability-Accounting information must be understand by an average person in the field of accounting .It terms of complex information users may need to look for the aid of an adviser.CF Para QC30 – 32

- Comparability- financial information must be comparable by with previous years. The qualitative characteristic that enables users to understand and identify similarities in and differences among items. CF Para QC21&24

Accounting information system that combine traditional accounting practices, the Generally Accepted Accounting Practices (GAAP) with up to date information technologies (IT) resources has six elements which are;

- People-users.
- Instructions and Procedure - methods of processing data and retrieving information.
- Data-organisational information.

- Software -data processing computer software.
- Information Technology Infrastructure-operating hardware.
- Internal Controls-measures or security to protect data.

2.2 The Objectives of an Integrated Accounting Information System

Hall (2013) is of the view that the purpose of advanced technologies in (AIS) is to integrate accounting and other business functions through a common information system and this improves operational performance and reduces costs by eliminating non value added tasks.

2.3 Implications and Advantages of AIS

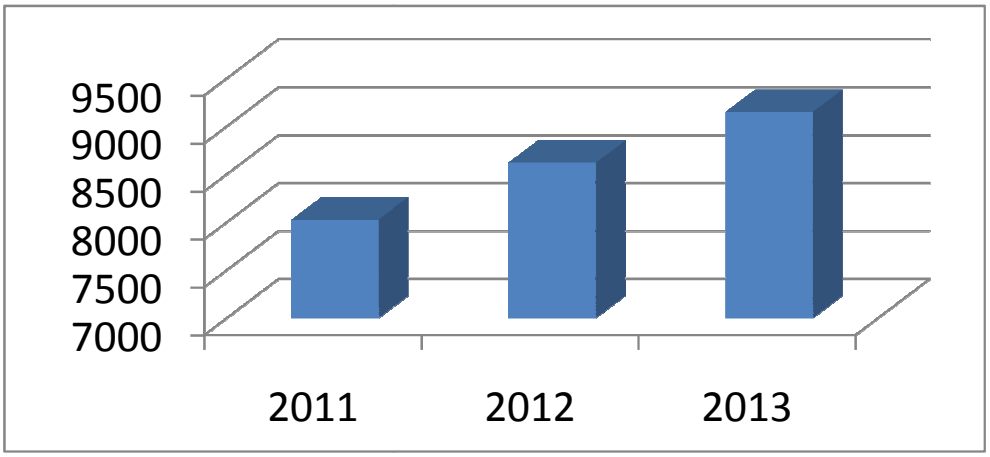
Dull and Wheeler (2011:345) notes, "The advantage of computer based accounting information systems is that they are more efficient and faster in processing data". The hardware used such as scanners mechanically reproduces accounting information without much effort and the information is available promptly. The cost of computer hardware is often very low and user friendly accounting software makes accounting information systems affordable. According to www.classified.co.zw (30/08/2014, 12:56pm) an (HP 3500Mt desktop pc) costs $700 in 2011 and in 2013 it was pegged at $645. Computerised financial systems facilitate users to access information promptly without much ado, not like the manual which still exists in some organisations because they want to keep both manual and electronic accounting (AIS), the user when using electronic less time is spend in locating the information than making use of paperwork.

McBride (2009) states that managers cannot simply satisfy donor and statutory reporting requests such as statement of comprehensive income, statement of financial performance and customised reporting without via a computerised integrated accounting system. With the system in place, for example Enterprise Resource Planning (ERP) software, less effort is required and this can be done quickly. Computerised accounting systems allows efficient auditing of financial statements since auditors will have improved access to required

information such as, payments, cheque numbers and other transactions which help to trim down the time needed to produce information and documentation required during auditing.

McBride (2009) also argues that, there is a downside in using integrated or computerised accounting system which includes loss of information if a system is attacked by computer viruses. Antivirus software has improved, but there is no computer system which is 100% defensive from computer virus or attacks. Power failure is the other problem and when that occurs information may be lost if not saved properly. The computerised information systems are normally prone to fraud being perpetrated, if there are no good internal and external control systems. According to (www.zimstat.co.zw 31/08/2014, 23:25) the fourth quarterly digest of statistics (2013) indicates that cases brought to book by the Zimbabwe Republic Police (ZRP) of computer related frauds committed nationwide were in (2011) -8 027 cases, (2012) - 8 622 and(2013)-9151cases.

Fig2.1: Computer Related cases of Fraud Reported in Zimbabwe:



Source: (ZIMSTAT)

2.4 Risk associated with operating non-integrated accounting information system.

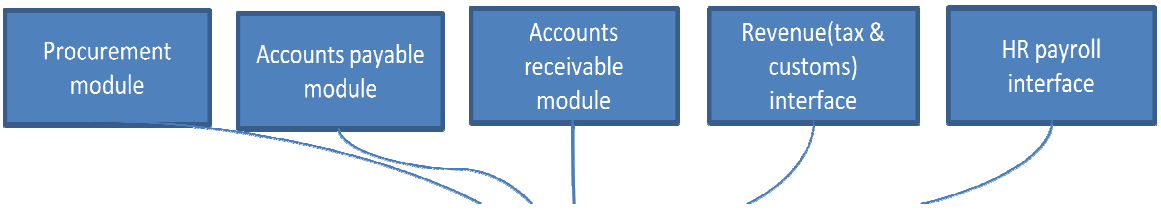
Plutts (2009) is of the view that organisations that lack integrated (AIS) usually expend much efforts and resources in developing information that should be generated by their systems easily.

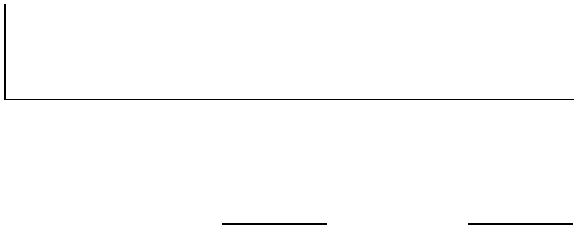
Bradford (2010) is of the view that the inability to keep information synchronised between systems often results in multiple version of truth residing within the organisation and these inconsistencies will lead to errors and manipulation in decision making.

Mykytyn (2010) identified the risks associated with operating a non-integrated (AIS) as natural disasters, data security risks, computer viruses, and strategic risks.

An enterprise resource planning is business management software that permits the use of a system of integrated applications to automate and manage the business back office functions linked to technology, human resources and services in an organisation. The software in cooperate all aspect of an operation and it includes the development of a product, planning of a product, manufacturing, marketing and sales.

Fig 2.2 Integrated systems





Source: Brown (2008:17)

At the centre of the system is the controller (general moduler), constitutes the central faculty point of an Integrated Financial Management Information System (IFMIS). Every input in the system posts to the general ledger. All transactions should be concurrently post to the general ledger and to all correct modules or sub following the rules imposed by a harmonized chart of accounts, (Brown, 2008).

Bradford (2010) states that with, once data is entered, it is readily available on-line and in real time to users in all various departments with the authority to edit the data. The benefit improves the operational performance of the organisation at a dimensional level (Yang & Su, 2009). The streamlines of an organisation's information and communication will result in great visibility and transparency in organisation. Therefore, it enable an organisation to improve process of tracking information and planning which will result in improved control of operational costs (Yang & Su, 2009).

According to Newman (2008), the advantage of setting up (ERP) is that integrating organasitional processes saves time and money. Management can make decisions faster and data becomes visible across the organisation with fewer or without errors.

Sudalaimuthu (2011) is of the view that once the (ERP) system is implemented the users can act independently, they do not have to depend on the expertise in recording financial transactions every time. The database is user friendly, it ensure quicker processing with ambiguity of information and reduces paperwork.

On the other hand (Hunton, 2008) argues that the interdependent nature of (ERP) information system exposes an organisation to significantly risks than traditional (legacy) computer systems. Enterprise Resource Planning systems symbolize more than improved information processing technology increase information security concern, make routine interdependencies among business processes and frequently involve important re engineering efforts as a result. Bradford (2010) also argues that, the extended span of ERP systems can lead potential financial statement misstatements and sensitive business, defalcations and misclassifications.

Sudalaimuthu (2010:34) also argues that, "(ERP) requires exorbitant and voluminous investment of money and time". The sum required would be high given the fact that such expenditure will not achieve the said benefits but subject to training and proper implementation.

Bradford (2010:24) further argues that, "employees maybe quite comfortable with their existing legacy systems and autonomacy and control they have over them. Thus, they often resist to (ERP) system". Management may also oppose conforming to a common data structure for the (ERP) use because of additional cost in training, process modification and organisational change that inevitably occurs.

It also requires teamwork among employees. "The successful integration of different systems and departments under one single module, requires employees to show support, commitment and teamwork" (Beheshti 2009, page184). If the employees failed to corporate, it will be impossible to successfully make use of (ERP) and results will bring negative consequences to the company.

Management are obliged to make certain business changes throughout the organisation in a bid to conform to (ERP) system (Velcu, 2009) and those changes in itself are limitations to the full implementation of the system.

According to Lockwood (2010) enterprise resource planning (ERP) systems are popular used by large organisations globally. Recently, governmental organisations have twisted to (ERP)

in a bid to replace old non-integrated (AIS) and in preparing for (ERP) systems, you should consider physical space to accommodate both staff and machines.

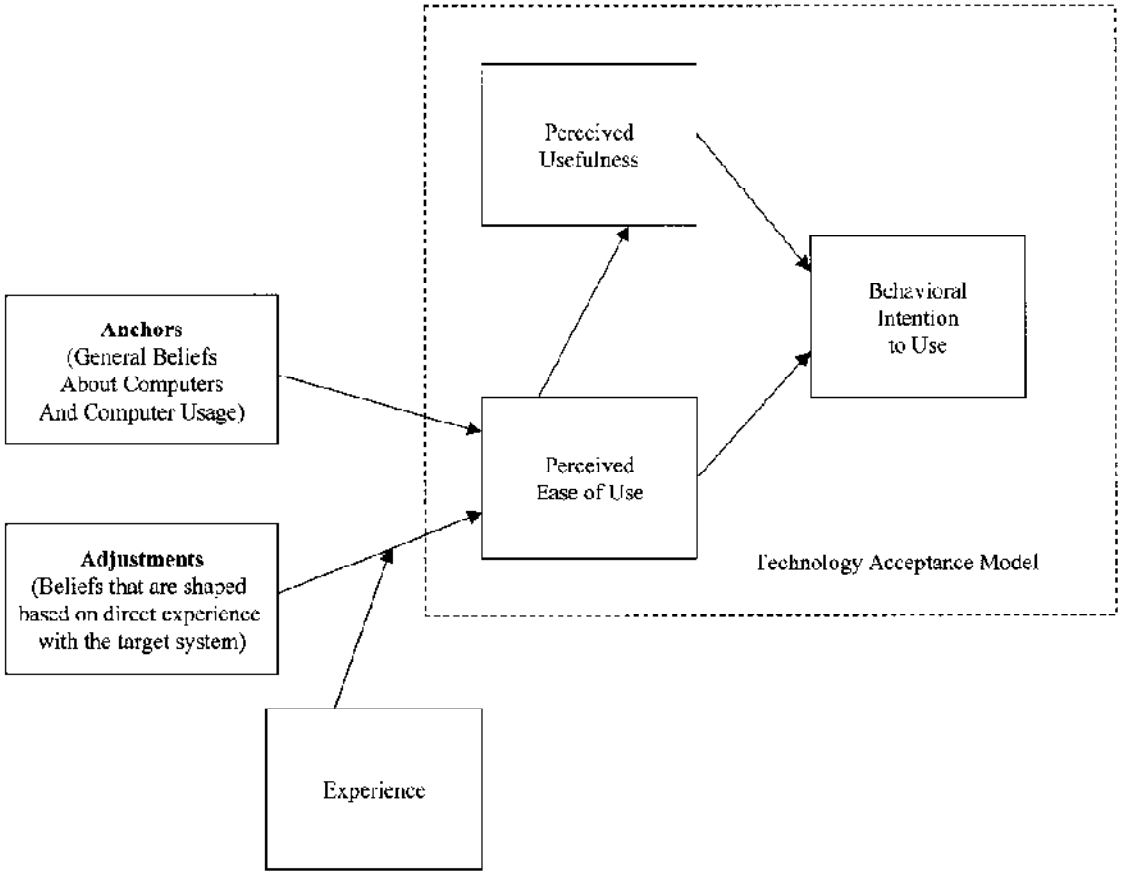
2.5 The ease use of technology

The Technology Acceptance Model is an information systems theory that models how to use a technology and how users come to acknowledge it. The model also suggest that when users are offered with a new technology a number of factors manipulate their decision about when and how they will use it (Davis, Warshaw & Bagozzi 1992), these are:

- Perceived usefulness (PU) - This is the level to which one believes that using a specific system would improve her or his job perfection or performance.
- Perceived ease of use (PEOU) – Davis (1992) highlighted this as the level to which one believes that making use of a specific system would be liberated from effort.

Bagozzi, Davis & Warshaw (1992:67) notes that, new technologies such as own computers are difficult and a component of insecurity exists in the minds of decision makers with value to the successful acceptance of them. People form intentions and attitudes toward trying to learn how to use their new technologies. Palunch (2011) in his Innovation Diffusion Theory (IDT) indicates that persuasion to adopt or reflect an innovation is not only influenced by the relative advantage but also by the complexity of the innovation.

Fig 2.3 Theoretical Framework for the Determinants of Perceived Ease of Use



Source: Venkatesh (2012:345)

Venkatesh and Davis (2012) were of the view that, there are a set of familiar determinants for a system particular perceived ease-of-use. ln the early stages of user experience, the primary anchor for system specific perceived ease-of-use of a new system are normally expected to be individual beliefs regarding computers based on prior understanding with computers or a software and other system in the organisation.

Computer anxiety may result in un-perceived ease of use of technology. Tavassoli (2008) defined computer anxiety as being afraid of using a computer or computer software and it includes fear of learning new things and also computers are regarded as user unfriendly. Shelly (2011:9) cited that "long-lasting or improper computer use can lead to disorders and injuries of the wrists, hands, elbows, eyes, back and neck".

2.6 Resistance to change by system user

Shah (2013:60) describes resistance to change as "implicit or explicit negative reactions against change or restrictive forces opposed to any re-organisation of work process and acquisition of new competences".

Gosain (2004:23) defined user resistance as "the behavioural expression of a user's resistance to a system implementation during the implementation stage". Attitude prior to, during, and after an implementation may develop that opposes the implementation plan.

At the implementation stage of new computer software, some users will not welcome the the idea because of fear of losing jobs, power or status (especially managers) which may result in a demotivated workforce. Haddon (2012:57) indicates that, "some employees may try to sabotage the new system in order to circumvent the perceived negative penalty".

Hughes (2009) is of the view that fears and resistance to change maybe overcome by good communication skills to convey to the users as users are likely to be suspicious and fearful of the change process. Haddon (2012) also argues that user resistance can be dealt with implementing a comprehensive human resource management strategy giving police guidelines covering, training programmes and job appraisal. According to www.taebramald.co.uk (21/09/14; 10:00hrs) pointed out that a project team should include managers and members from the accounting department as well as program staff from other departments that will make use of the new systems reports. There great need for the organisation to have laid down rules and policies in place which govern in-house developed system in operation currently (Garry, 2010), so the member will not develop a tendency of resorting back to the old system.

Despite major technological advancement and increasing organisational technologies investment, the problem of under- utilised systems plague businesses (Johanse, 2009 etal), for instance, the Internal Revenue Service invested $5 million on a system expected to simplify the processing of tax returns in 1997 by integrating (AIS). Reports however, indicates that in early 1998 the (IRS) was forced to regress back to the old manual methods of dealing with returns. As a result, users have found the system to be complex to use and fail to adapt to new changes. Therefore, understanding user perception, attitude, and usage of new systems is of ut-most important to the implementation organisation and practitioners who want to use the system.

Tikka (2010) cited that, resistance is usually taken as offending or judgemental. However, in reality it is an impartial defensive response, not to under fire anyone. Although, normally viewed unwelcome characteristic for the implementation of a new system, user resistance has resulted to be beneficial in many instances since it can draw concerns and attention to a problem to adapt to a change. Hence, areas of concern will be fully addressed. Resistance to change is also of great importants to consider, since inconsequential resistance can affect the implementation of a system and condense the speed of change. On the other hand major resistance can eventually results in management terminating its plans to implement the system.

When an organisation changes the system or way of doing things, resistance to adapt to the changes is usually a normal phenomenon and if management tries to ignore the user resistance it can lead to problems in the future, alternatively observing user resistance and working on it promptly and appropriately can reduce long-term problems. Resistance has a significant psychological purpose. It prevents things that cause too much anxiety or fear, otherwise that would weaken the ability to work and also resistance to change buys time to learn and adapt.

2.7 Best practices of integrated accounting information system

Rappaport and Prakash (2009) defines the elements of an organisation in terms of the subsequent five interacting processes which includes planning, decision making, implementation, structuring data and evaluation of performance processes. The function of an integrated accounting information system (AIS) is to bind those elements in a central information structure or module. The purpose is to mitigate or minimise redundancy in the organisational working force, it also promotes consistency among data elements used in organisational functional areas and lastly it promotes a cross functional review of information used within the organisation.

2.8 Summary

The review assisted in shedding more light to the research questions cited in chapter one. This chapter also provide a platform for doing a background review on the research objective of integrated accounting information system, its benefits and the ease use of technology, resistance of change by the system users as well as the best practices of using integrated accounting information system. The subsequent chapter looks at methodology used in the study.

Chapter 3

Research Methodology

3.0 Introduction

The chapter focuses on the research methods that were used to collect data.lt details the research design, census, targeted population, population size, data collection instruments used and ends with a summary.

3.1 Research Design

Jerome (2010) defines a research design as tactic that is used to integrate different mechanism of the study in a logical and coherent way, with the purpose of ensuring that the research problem will be addressed fully. A research design constitutes a blueprint for the data collection, presentation and data analysis. Trochim (2009:54) is of the view that "a research design is used to arrange the research, showing the most important parts of the research under study, samples or target population, treatments, measures and methods of assigning work together to address the problem at hand or research questions".

3.2 Descriptive research design

According to Key (2009) descriptive research is normally used to obtain information to analyse what the research question in respect to conditions and variables in a situation. The methods concerned range from the survey which describes the status quo, correlation study which analyse the link between variables and the developmental study which try to determine changes over time. Boyd (2008) is of the view that descriptive research uses set measures to generate data structures and bring together raw data that describe the existing characteristics of a distinct target population and or market structure to answer the who, how, where and when questions.

Merits and Demerits of descriptive research

Shuttleworth (2008) is of the view that descriptive research is usually used as a predecessor to quantitative research designs. The general impression giving some valuable pointers as to what variables are worth testing quantitatively. Quantitative researches are sometimes costly and tiresome so it is often wise to get an plan of what hypotheses are worth testing. On the other hand since there are no variables manipulated, results cannot be statistically analysed.

3.2.1 Justification for the use of descriptive research

Different methods can be applied to collect data such as interviews, observations and the use of questionnaires. Descriptive research was most appropriate since the researcher had no control over variables. The descriptive research assisted the researcher in the analyses of the risks of operating non- integrated (AIS) and the perceived risks of operating new integrated (AIS) for the research understudy.

3.3 Population

Population can be defined as the collection of interest to the researcher. It is upon this collection that the researcher would simplify the results understudy. All individuals whom the researcher is concerned in obtaining information and making inference constitutes a population. Labvitz and Hagedom (2010) state that, the population can be in two categories namely the target and the accessible populations. The target population is the actual population to which the researcher would really like to generalise results. In this study the population to be studied is at (ZIMSTAT) and the targeted population consisted of Accounts department, Publication office, Administration department, Internal Audit department and IT department.

3.4 Census

Ary (2010:34) defines census as the complete enumeration of a universe. A universe may be a group of people, place or locality is which there is a common understanding were data can be collected. Each and every item in using this technique constitutes the universe selected for data collection.

Merits

Under this technique of data collection, the result is likely to be accurate and exact. This is because the information was collected from every member of the universe without anyone being ignored. Also, an extensive and detailed study of the unit is made possible. This is because information was accessed from each and every member of the targeted population who have different views to the problem under study.

Demerits

The technique takes a lot of time collecting the data from each and every item as compared to sampling, it may not be possible to meet with an urgent situation by answering to a problem under study promptly.

Table 3.1: Population Size

Department	**Population**
Accounts	7
Publication	5
Administration	10
Internal Audit	5
Information Technology	5
Total	**32**

The population involves 32 employees which include 9 senior management. Accounts departments; Chief Accountant, Finance Director and 2 Principal Accountants. Publications; one senior publication officer. Administration department; two senior administration officers. One IT Director and One Internal Auditor. Questionnaires were randomly administered.

3.4.2 Justification for using census

Since the population size was small the researcher used census as a method of collecting data. Census was found to be effective, in that accurate information was obtained since each and every member of the target population was required to respond to the questions.

3.5 Types of Data

According to Malhotra (2009) data are organized into two broad categories:

- Qualitative research- its intention is to get an in depth opinion from the respondents. Attitudes, experiences and behaviour is attained through interviews.
- Quantitative research- its intention is to get statistics from the respondents. Statistics is attained through questionnaires or structured interviews and the method is quicker than qualitative research.

3.5.1 Primary Data

Goodwin (2012:56) indicates that primary data is "data that are directly collected for the purpose of the research under the research control". The researcher made use primary data obtained from the questionnaire and interviews from the population which was understudy.

Advantages of Primary Data

Primary data is advantageous to the researcher in that researchers will be collecting information for a specific purpose understudy. In essence, the questions the researcher asks are tailored made to retrieve the data that was in line with the study. Other advantage is that, it provides accurate information since the data was collected for the first time for the question under study.

Primary Data Disadvantages

Primary data is often expensive to collect and time consuming where the population is large. Also, data collected by oneself is normally collected with a concrete idea in mind, usually to answer the question at hand or to objectives understudy unlike secondary data sources which provides enormous amount of information which might be of use to the researcher.

3.5.2 Secondary Data

Aggrarwal (2010) is of the view that, secondary data are those which are already in existence and which have been collected, for other purpose than to answer the question at hand. The researcher used secondary sources to analyse and interpret information found in the company's financial reports, newspapers, office statistics and the government statistics service.

Secondary Data Advantages

Secondary data is normally economical to obtain and tends to be readily available. Aggrarwal (2010) indicated that secondary data are sometime more accurate and are easier to compare to other research that uses the same data. To the researcher, it was the only research method that evidence from the past can be studied in relation to current questions understudy. It also, provided an alternative and wider source of information on the topic.

Disadvantages of Secondary Data

Secondary data may not be of use to answer current questions understudy, data may be inappropriate and obsolete for the current purpose. Mooi (2011) notes that, data may not be reported in the required form for example different units of measurement, definitions and aggregation levels of data.

3.6 Research Instruments

Methodology triangulation was applied in the research, (Wright, 2011) triangulation implies use of different methods which facilitates validation of data through cross verification. The researcher used questionnaires, interviews and secondary data as methods of collecting data. The research instruments were expected to provide the desired results.

3.6.1 Questionnaires

Oppenheim (2013) defines a questionnaire as a tool for collecting and recording information to answer questions understudy. It consists of a list of questions and it should include clear directives and space for to provide answers. Since questionnaires are not expensive or time consuming there used to reach a large number of people. It is however disadvantageous in that the response rate is very low and questions may be completed incorrectly.

3.6.1.2 Justification for the use Questionnaires

The questionnaires were sent to respondents, as they are fast and cheap. However, the researcher had to make a number of follow ups for the respondents to complete the questionnaires. Data collection was made possible for all the intended respondents.

3.6.1. 3 Open ended question and closed ended question

Babbie (2013) is of the view that, open ended questions allow the respondents to provide his or her own answer to the question and provide primary qualitative data. On the other hand, a closed ended question is determined by the researcher and respondents choose from a number

of responses that the researcher chooses. Open ended questions require more than one word response; for example agree or disagree thereby; it encourages further elaboration or analysis in the answer. Closed questions are those normally answered by one word response whereby the researcher expresses strength of feeling for example agree or disagree response.

The advantage of open ended questions is that it promotes critical thinking and the respondent's participation increases. They also provides information about respondents strength of feeling and its intensity and are likely to provide information through the respondents behaviour or attitudes toward a question .The disadvantages of open ended question are that the degree of ambiguity is high. Closed ended question provides a greater uniformity of response and are more easily processed than open ended questions. However, the disadvantages is that closed- ended question do not give room for the respondent to explain or to justify the reasons for going for or against the question.

3.6.1.3 Interviews

The researcher used the interviews as an instrument to complement with questionnaires to fully address the problem understudy. Key (2010) defined an interview as a direct face-to-face approach to obtain information in the form of verbal or non-verbal responses from one or more interviewees. The conversation enables the roles of the interviewer and the interviewee change gradually.

lnterviews are advantageous in that the respondents can further elaborate on areas of interest. An interview allows the interviewers to observe verbal and non-verbal expressions of the interviewee. Keogh (2009) also supports that an interview is a way of obtaining personal information, beliefs, attitudes and perceptions. The main disadvantage however, is that interviews are time consuming and participants may not actually respond well to all posed questions.

3.7 Likert Scale

Mooi (2011) defines likert scale as a scale in which the respondents specifies the strength of feeling towards sentiments that express a favourable or unfavourable to the posed questions understudy. An advantage of likert scale includes, the administration of the scale is simple for the researcher to use, the scale is more dependable than other scales. The disadvantage is that it takes time to complete than other scales and the scale requires ideal knowledge for decision making.

3.8 Data collection procedures

The researcher issued out questionnaire to the respondents randomly and appointments were made for interviews to the top management.

3.9.1 Administration of Questionnaires

The questionnaires were hand delivered to selected respondents who include eight top managers and fifteen middle managers. Several follow ups were done by the researcher to retrieve the questionnaires back.

3.9.2 Administration of interviews

Appointment was made in advance by the researcher so that the respondents could allocate enough time for conducting interviews. The interview was targeted on the top management team which include the Chief Accountant, senior administration officer, internal auditor and the publication officer. The interviews were done to ensure that the problem under study was fully addressed together with questionnaires.

3.10 Reliability and Validity of research instruments

Fraenkel and Wallen (2010) is of the view that, validity is the extent to which an instrument measures what it purposes. The researcher ensured validity by conducting a literature review and questionnaires were developed from previous questionnaires of the similar research. In this study face and content validity were used to avoid bias and to ensure that the instrument measures the contents desired.

Fraenkel and Wallen (2010) is of the view that a dependable instrument is one that gives unfailing results. The results gives the researcher self-assurance since there will be consistency in information obtained, the results represents the intentation of the research under study. Reliability is the accuracy or level of precision of an instrument as a degree of stability or agreement between two separately derived sets of goals. It is concerned with how well things are measured. Reliable instruments obtain similar responses when administered to different respondents.

3.11 Data Presentation

Graphs, charts, and tables were used to present qualitative data from closed ended questionnaires.

3.12 Data Analysis

The researcher used descriptive analysis to describe the distribution and range of responses to each variable and examining the data for its skewness. Percentages were used to analyse the results.

3.13 Summary

This chapter discussed the methodology that was used to carry out the research. It detailed out the research design, population, census, data collection methods, research instruments. The subsequent chapter will deal with presentation and analysis of data.

Chapter 4

Data Presentation and analysis

4.0 Introduction

The chapter focuses on the presentation, analysis and interpretation of data which was collected from questionnaires and interviews. Pie charts, bar graphs and tables will be applied in the presentation of data and percentages of frequencies will be calculated and the chapter ends with a summary.

4.1 Questionnaire response Rate

The researcher distributed 32 questionnaires among respondents from ZIMSTAT. Questionnaires were distributed to the Accounts staff, Administration staff, Publication staff, Internal Audit and Information Technology staff. Out of 32 questionnaires sent out, 30 were successfully completed and returned. Table 4.1 below will show questionnaires distributed 30/32 (94%) questionnaires were returned 2/32 (6%) was not returned.

Table 4.1 Questionnaire response rate

Questionnaires	**Number**		**Percentages (%)**	
Distributed	32		100	
Returned		30		94
Unreturned		2		6

Q2. Position of the respondents held in the organization

Table 4.2 Position of the respondents held in the organisation

Position	**Respondents**
Accountants	9
Publication officers	5
Administration officers	6
Internal Auditors	4
Information Technology officers	6
Total	**30**

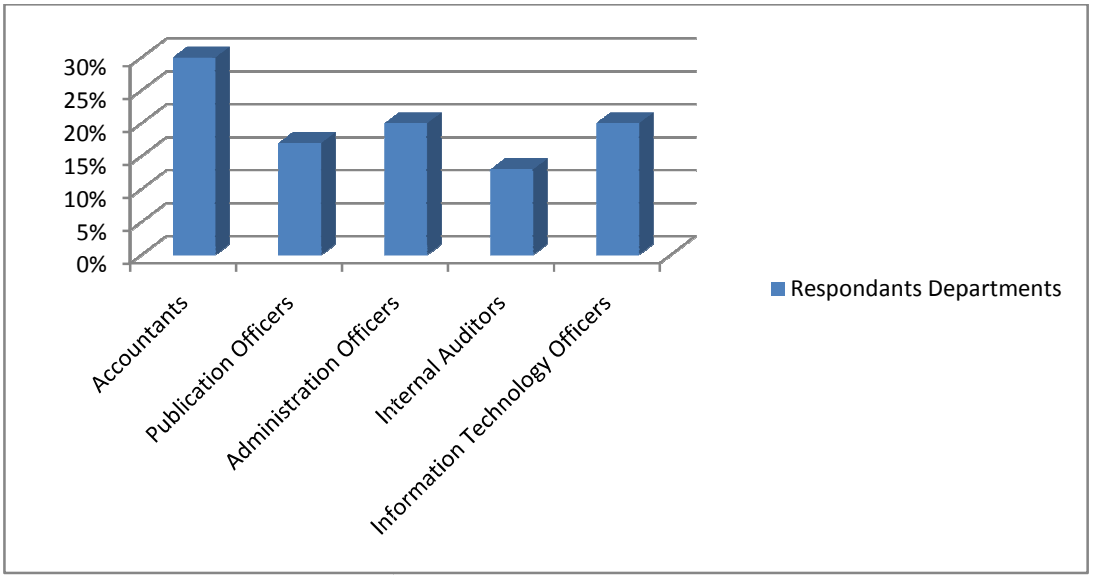


Fig 4.1 Position of the respondents held in the organisation

Table 4.2 and fig 4.1 shows that the organisation is divided into functional areas implying that ZIMSTAT appreciates the fact that organizational operations should be divided into various functional departments that are headed by different functional managers. This was indicated by 30% respondents from accounts department, 17% from publication department,

20% from administration department, 13% internal auditors and 20% from the information technology department. Hence, there will be diversification in terms of knowledge to answer the question under study.

Q3. For how long have you been working at ZIMSTAT?

Table 4.3 Responses on working experience.

Years	**Respondents**
1-5	8
5-10	18
10 and above	4
Total	**30**

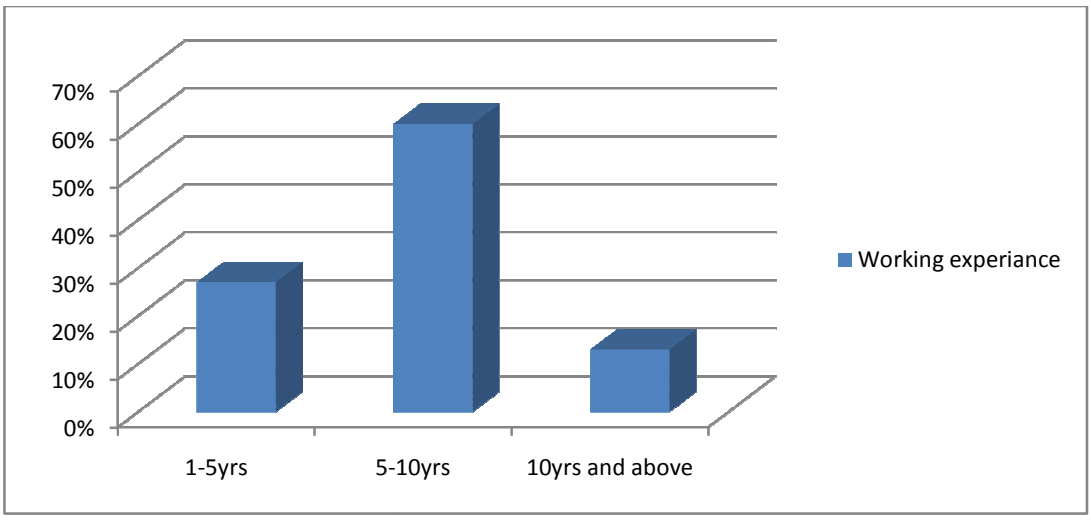


Fig 4.2 Working Experience

The graph above shows that 60% of respondents had 5-10yrs working experience and 13% had more than ten years at ZIMSTAT. Only 26% had l-5yrs working experience. These results indicated that the majority of respondents had enough knowledge of the old (AIS) and implementation process of the new (AIS) and hence, can provide reliable information since it is now close to two years since the implementation process started. On the contrary, those members of ageing years mostly who 5-10years working experience or above will be

influencing the others to resist change age. Palunch (2011) in his Innovation Diffusion Theory (IDT) indicates that persuasion to adopt or reflect an innovation is not only influenced by the relative advantage but also by the complexity of the innovation.

Q4. Academic Qualifications

Table 4.4 Level of education

Academic Qualifications	**Responses**
O level	1
A level	4
Diploma	5
Degree	12
Masters	5
Doctorate	3
Total	**30**

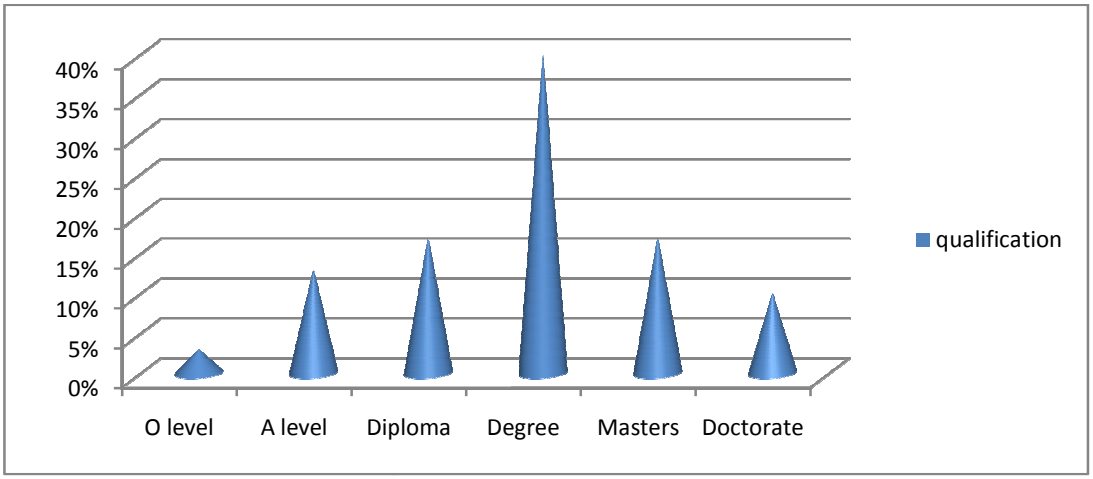


Fig 4.3 Academic Qualifications

The results showed that 1/30 (3%) have an O level, A level 4/30 (13%), 5/30 (17%) diploma, 12/30 (40%) degree, 5/30 (17%) masters and 3/30 (10%) doctorate. Majority of the respondents have sound educational background meaning results will be reliable other than dealing with uneducated respondents.

Q5. The Accounting Information Systems operational at (ZIMSTAT) are integrated.

Table 4.5 Integrated AIS

Strength of feeling	**Response**
Strongly Agree	4
Agree	3
Uncertain	1
Disagree	14
Strongly Disagree	8
Total	**30**

This question seeks to establish whether the accounting (AIS) at the organisation are integrated for timely preparation of information for financial reporting and decision making purposes.

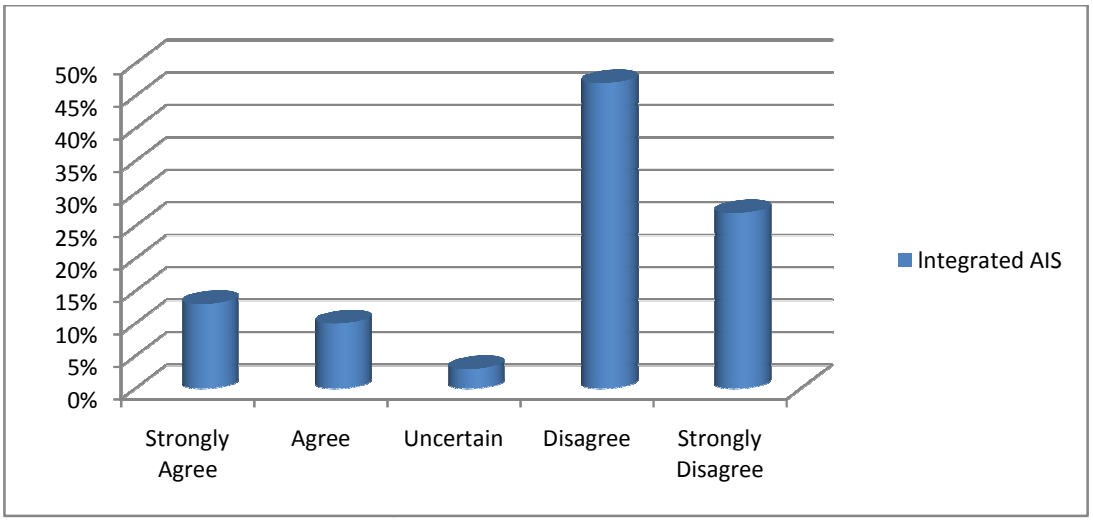


Fig 4.4 Integrated AIS

The majority of the respondents, 23/30(77%) disagreed to the fact that the (AIS) at the organisation are integrated while 7/30(23%) agreed to the fact. In conclusion, majority of the respondents disagreed that the (AIS) at the organisation are integrated. McBride (2009) is of the view that managers cannot easily satisfy statutory reporting requirements such as statement of comprehensive income, statement of financial performance and customized reporting without using computerized integrated accounting systems.

Q6. Factors that have led to the operation of non-integrated AIS

Table 4.6 Factors that have led to the operation of non-integrated AIS

Factors	**Number of respondents**	**Respondents (%)**
Financial Constraints	9	30
Lack of expertise in the organisation	14	47
Resistance to change	7	23
Total	**30**	**100**

The table 4.6 illustrate that the majority of the respondents agreed to the fact that lack of expertise in regards to the use of integrated (AIS) is mainly affecting the proper implementation of the system, constituted by (47%) 14/30. Some were of the view that financial constraints are also drawing back proper implementation of the system, constituted by (30%) 9/30 of the respondents. Lastly some of the respondents especially the top management in the accounts and information technology departments were of the view that resistance to change by the system users is negatively impacting the implementation of the system, constituted by (23%) 7/30 of the respondents. Those indicated lack of expertise goes hand in hand with (Garry, 2010) who state that, to properly implement a system so that members will not resort back to the old system, the organisation to should have laid down rules and policies in place which govern in-house developed system in operation. Question number 4 in the interviews, interviewees were of the view that users are not fully utilising the system and are in a tendency of resorting back to the old system because there is lack of

expertise in the organisation and most of the organisational subordinates are of the ages between 40-60years and are influencing others to resist change.

Q7. We encountered risks in using the old system for example errors or system manipulation?

Table 4.7 Risks were encountered in using the old system

Strength of feeling	**Response**
Strongly Agree	20
Agree	7
Uncertain	0
Disagree	3
Strongly Disagree	0
Total	**30**

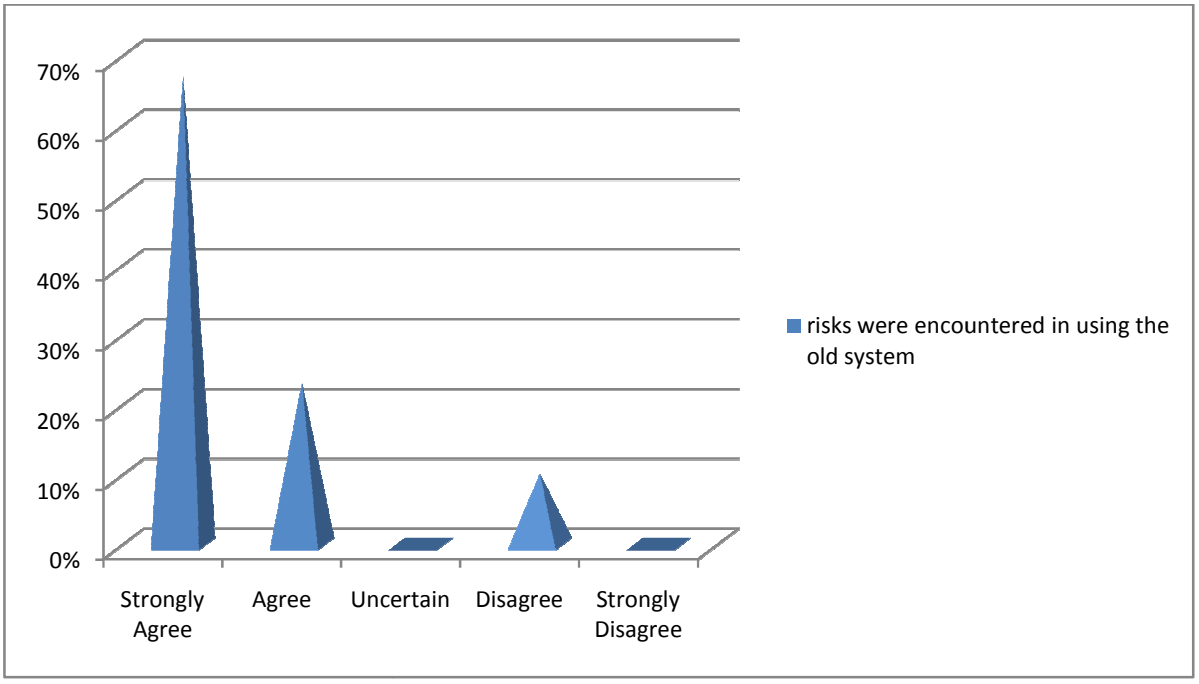


Fig 4.5 Risks were encountered in using the old system

Table 4.7 and fig 4.6 shows that majority of the respondents 20/30 (67%) strongly agreed to the view that the old non-integrated system mainly caused errors and system manipulation in the preparation of financial statements in trying to synchronise the information. The other 7/30 (23%) also agreed to the fact and only 3/30 (10%) disagreed and these members were mainly from the administration department who mostly uses the manual system in the execution of their duties. Bradford (2010) is of the view that the inability to keep information synchronised between systems often results in multiple version of truth residing within the organisation and these inconsistencies will lead to errors and manipulation in decision making. Secondary data in chapter 4.3.1 also highlights that, due to the weak system in the organisation there has been high cases of frauds being reported in the organisation. According to (www.zimstat.co.zw 31/08/2014, 23:25) the fourth quarterly digest of statistics (2013) indicates that cases brought to book by the Zimbabwe Republic Police (ZRP) of computer related frauds committed nationwide were in (2011) -8 027 cases, (2012) - 8 622 and(2013)-9151cases

Q8. Risk due to fraud and or errors can be reduced by implementing Enterprise Resource Planning (ERP)

Table 4.8 lmplementation of ERP

Strength of feeling	**Response**
Strongly Agree	21
Agree	6
Uncertain	1
Disagree	2
Strongly Disagree	0
Total	**30**

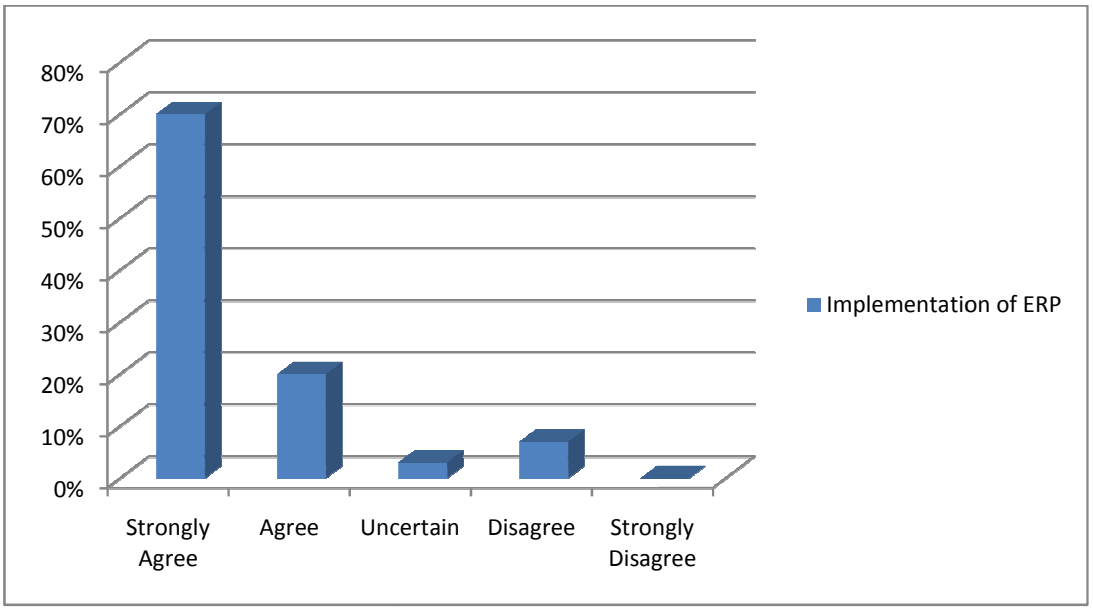


Fig 4.6 lmplementation of ERP

Majority of the respondents agreed to the sentiment that, Enterprise Resource Planning (ERP) integrated system can reduce fraud and errors and 21/30 (70%) of the respondents strongly agreed, 6/30(20%) agreed to that fact, 1/30(3%) were uncertain, 2/30 (0%) disagree and 0/30 (%) strongly agreed. In particular ERP systems pose substantial concerns about business interruption, system security and process interdependency. According to Newman (2008), the advantage of setting up Enterprise Resource Planning is that integrating organasitional processes saves time and money. Management can make decisions faster and data becomes visible across the organisation with fewer or without errors. Integration of the various departments ensures communication, productivity and efficiency.

Q9. How do you rate your manual system?

Table 4.9 Manual system rating

Strength of feeling	**Response**	**Respondents (%)**
Excellent	4	13
Good	20	67
Poor	6	20
Total	**30**	**100**

Table 4.9 and shows that overally, the manual system is good and it was supported by 80% of the respondents and only 20% disagreed and these were mostly member in the shop floor who worked in the publication department. Personnel interviewed in question number 2 said it was working well though it has some loopholes which are driving them to the proper implementation of integrated (AIS). According to McBride (2009), for an (AIS) to work efficiently, there must be at least a solid and functional manual system.

Q10. We faced no challenges in using the old non-integrated system for example loss of information and or un-able to provide the required information (by management) in a timely manner.

Table 4.10 No challenges were faced in using non-integrated AIS

Strength of feeling	**Response**
Strongly Agree	0
Agree	3
Uncertain	0
Disagree	5
Strongly Disagree	22
Total	**30**

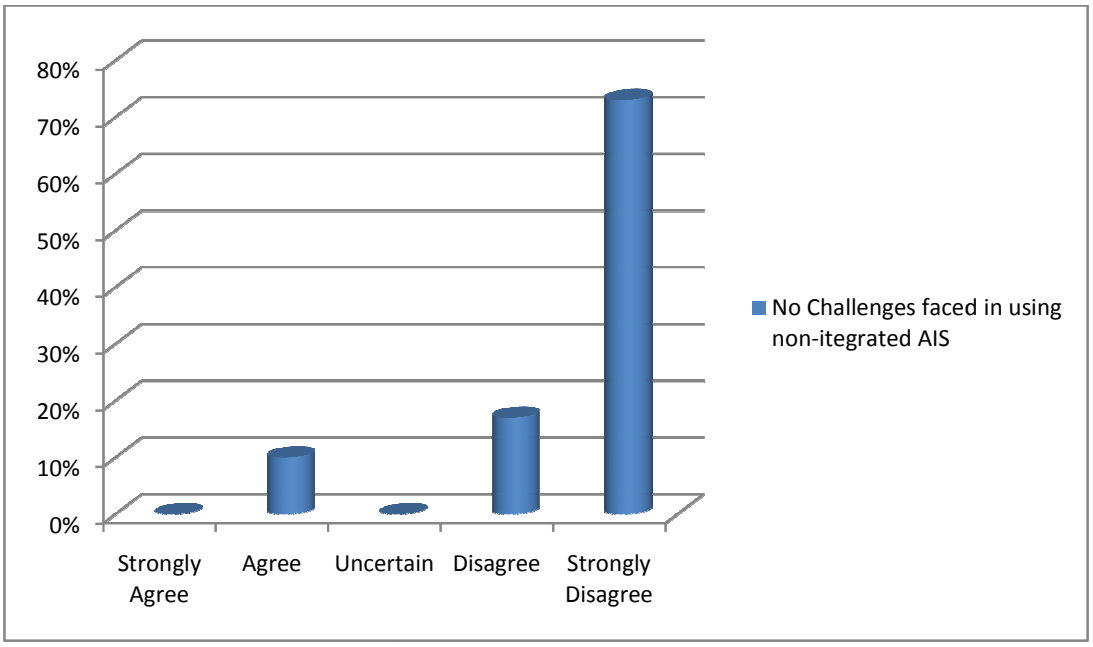


Fig 4.7 No challenges were faced in using non-integrated AIS

Table 4.10 and fig 4.9 shows that non-integrated (AIS) resulted in the loss of information and delays in the reporting of information as indicated by 22/30 (73%) of the respondents who strongly disagreed to the fact that no challenges were faced and 5/30 (17%) also disagree to the fact. Only 3/30 (10%) agreed to the fact that they were not facing any challenges in using the old system and these were mainly the members in the administration department who uses mostly the manual system in reporting of their information. Plutts (2009) is of the view that organisations that lack integrated (AIS) usually expend much efforts and resources in developing information that should be generated by their systems easily.

Q11. How do you rate the physical environment for integrated AIS

Table 4.11 Physical environment rating

Strength of feeling	**Response**
Most appropriate	27
Appropriate	3
Not appropriate	0
Total	**30**

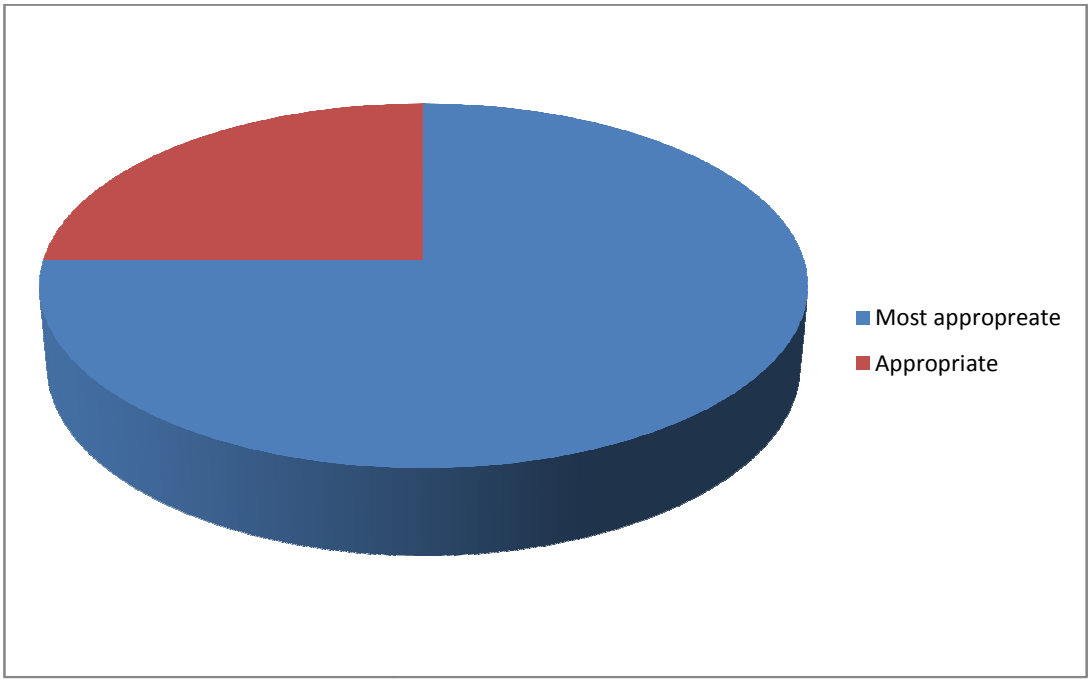


Fig 4.8 Physical environment rating

The results from questionnaires on average indicated that, the physical environment at the organisation is conducive for the implementation of integrated (AIS) constituted by 90% who were highly on its favour, 30% also said appropriate and 0% disagreed. The interview results question number 5 interviewee's supports that the organisations have spacious and well ventilated offices. According to Lockwood (2010), in preparing for ERP systems, the organisation should consider physical space to accommodate both staff and machines.

Q12. Where you trained in any computer course

Table 4.12 Response on training

Strength of feeling	**Response**
Several times	5
Partly	6
Not at all	19
Total	**30**

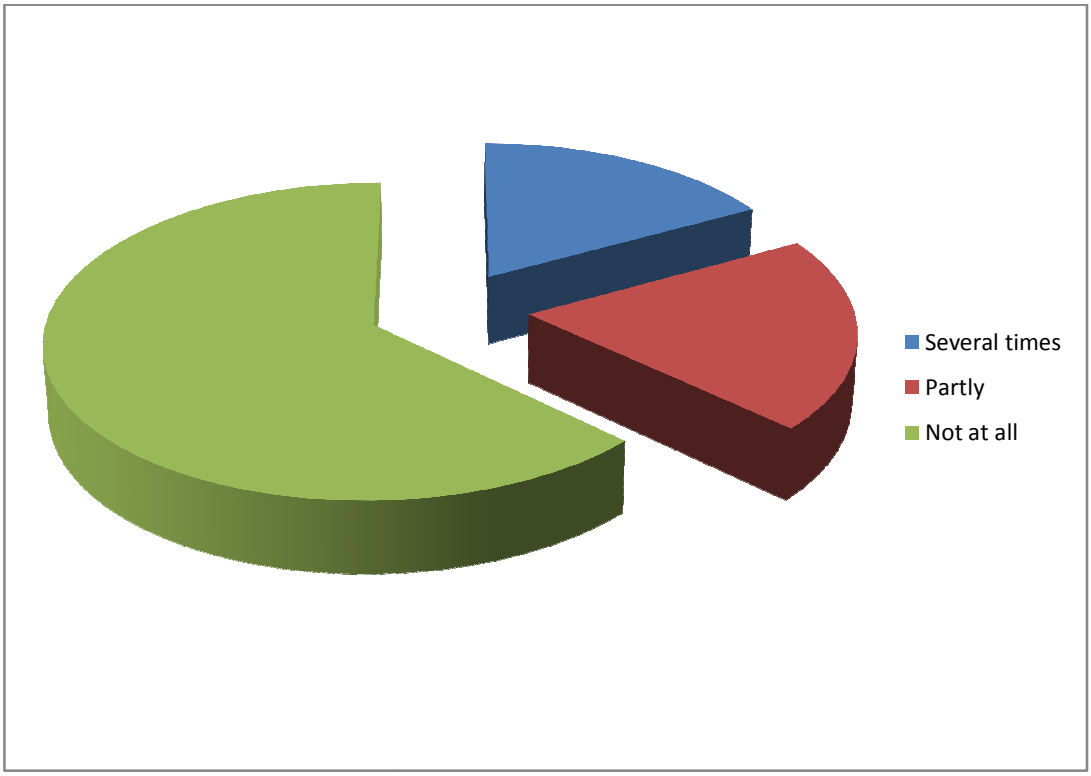


Fig 4.9 Response on training

A greater number of respondents, 63% had not benefited from any computer training regarding the ERP system, followed by 20% who were partly trained and this constituted only the heads of departments and only the information technology staff had the full idea of (ERP) system constituted by 17%. Personnel interviewed in question number 4 pointed out that majority accounting and administration staff is not literate in terms of the new system and they have plans to train them during the implementation process. According to Velcu (2009), implementation of ERP system is a more complex process which includes not only the hardware and software pre-selection but also training of personnel who will operate the system. . Haddon (2012:57) indicates that, "some employees may try to sabotage the new system in order to circumvent the perceived negative penalty". Attitude prior to, during, and after an implementation may develop that opposes the implementation plan.

Q13. Do you find the new system easy to use or user friendly?

Table 4.13 Ease use of the system

Strength of feeling	**Response**	**Respondents (%)**
Yes	4	13
No	14	47
Partly	12	40
Total	**30**	**100**

Table 4.13 shows that 12/30 (40%) were partly finding the system easy to use and from the interview in question number 3, the interviewees were of the view that users find the system easy to use in certain areas for example in terms of synchronising data but however, argues that the software is not user friendly as most of the users are abandoning it. According to Shelly (2011:9) cited that "long-lasting or improper computer use can lead to disorders and injuries of the wrists, hands, elbows, eyes, back and neck". Also, 14/30 (47%) said there were not finding the system ease to use at all. Only 4/30 (13%) found the system easy to use and these were mostly members in the top management. The results indicates on average (67%), members are not finding the system easy to use.

Q14. Do you find the new system complex to use and resort back to the old system?

Table 4.14 Response on members resisting to change

Strength of feeling	**Response**
Yes	18
No	5
Sometimes	7
Total	**30**

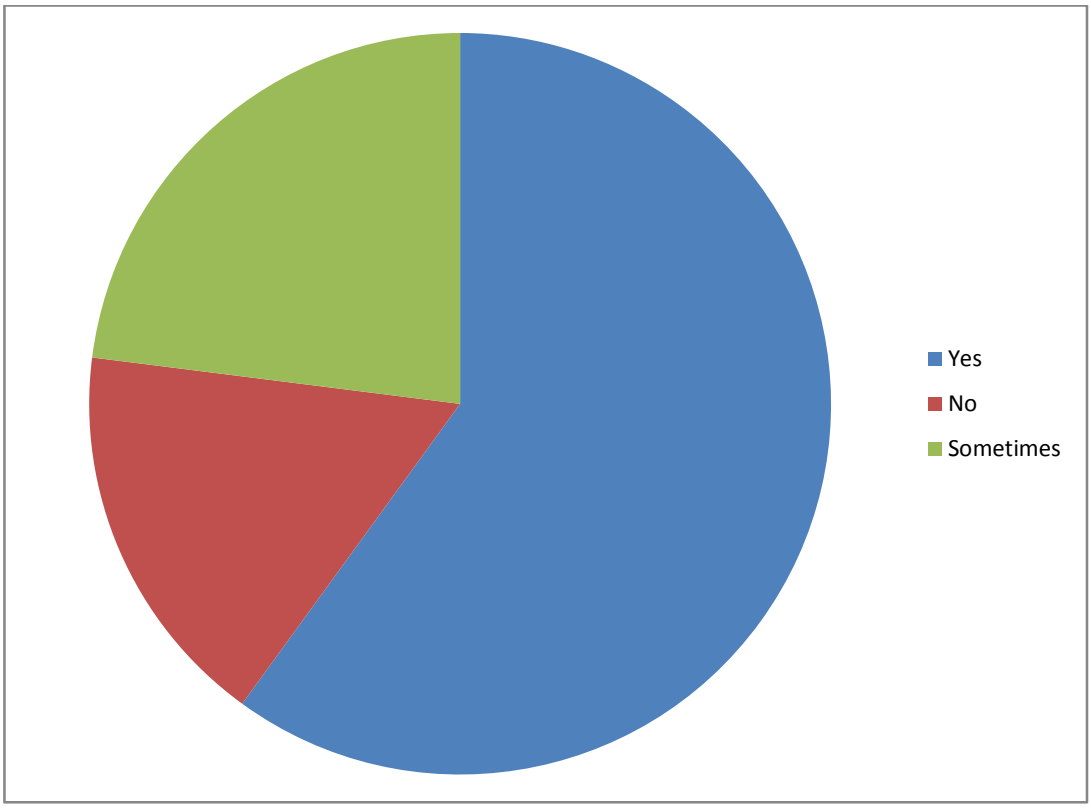


Fig 4.10 Response on members resistance to change

Table 4.14 and fig 4.13 shows that most 18/30 (60%) of the respondents were agreeing to the sentiments that they find the new system complex to use and they always resort back to the old system. The other 7/30 (23%) said they sometime resort back to the old system and from the personnel interviewed in question number 4, also agreed to the fact and said members often resort back to the old system because they are not fully equipped to the new system. Only 5/30 (17%) said they find the new system easy to use and improves in the discharge of their duties. Haddon (2012:57) indicates that, "some employees may try to sabotage the new system in order to circumvent the perceived negative consequences".

Q15. Does the new system improve in the discharge of your duties?

Table 4.15 Response on the benefits of using the new system

Strength of feeling	**Response**
Yes	7
No	14
Partly	9
Total	**30**

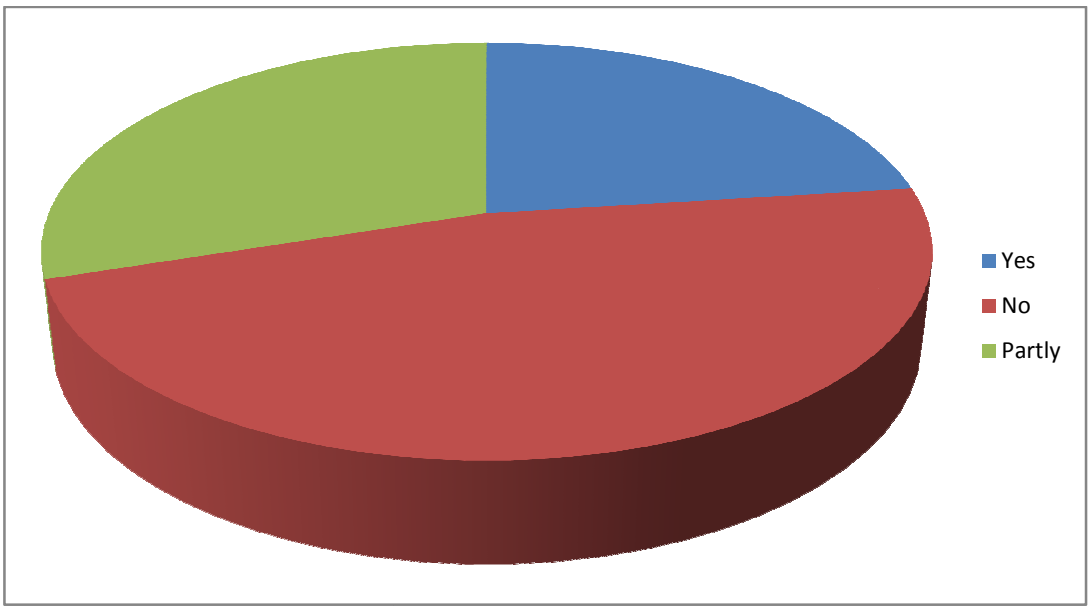


Fig 4.11 Response on the benefits of using the new system

Table 4.15 and fig 4.14 shows a greater number of the respondents 14/30 (47%) said they were not benefiting from using the new system and from the personnel interviewed in question number 5, they also highlighted most of the system users are not benefiting since there were not properly trained and are not literate in terms of using the new system. Others 9/30 (30%) said there were partly benefiting and only 7/30 (23%) said they were benefiting and these constituted members in the information technology department.

Q16. What do you think is making you resist change (in using the new accounting system)

Table 4.16 Resistance to change

Strength of feeling		**Response**
Lack of commitment		12
Lack of proper training		6
Other	Fear of the unknown	3
	Used to the old system	9
Total		**30**

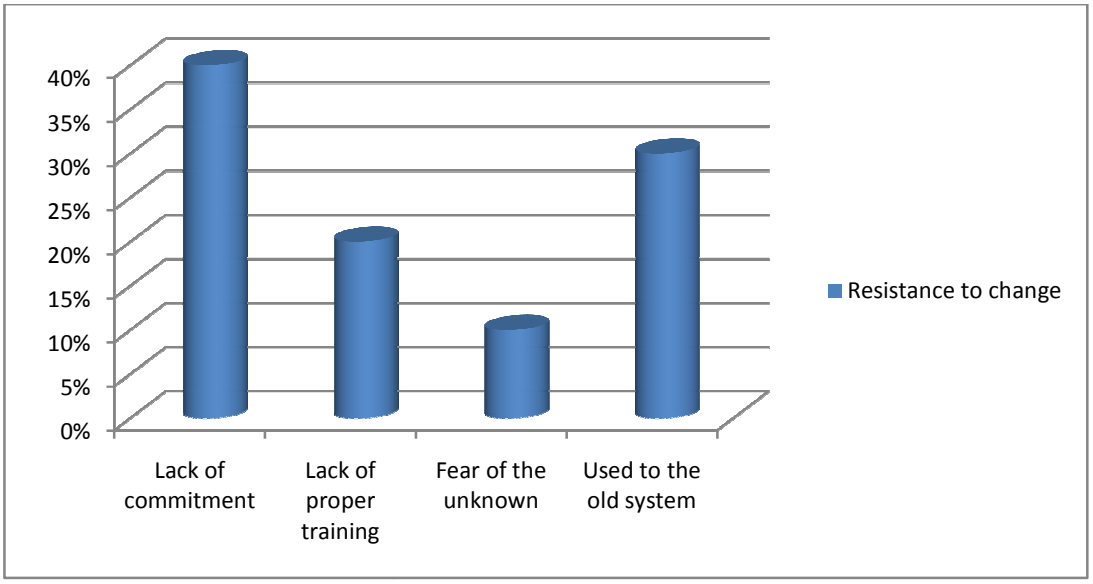


Fig 4.12 Resistance to change

Table 4.15 and fig 4.14 shows that majority of the respondents agreed to the fact that lack of commitment by the management constituted by 12/30 (40%) is negatively impacting on users to use the new system. Some were of the view that lack of proper training 6/30 (20%) results in them resorting to the old system, 3/30 (10%) said fear of the unknown. The personnel interviewed in question number 4 argued that some members are afraid of losing their

position in failure to use the new system. The remainder said 9/30 (30%) said there are used to the old system. Hughes (2009) is of the view that fears and resistance to change maybe overcome by good communication skills to convey to the users as users are likely to be suspicious and fearful of the change process.

Q17. What do you think is dragging the process of implementing integrated (AIS)

Table 4.17 Cause of implementation delay

Strength of feeling	**Response**
Lack of funds	4
Lack of commitment	12
Lack of teamwork	5
Not sure	9
Total	**30**

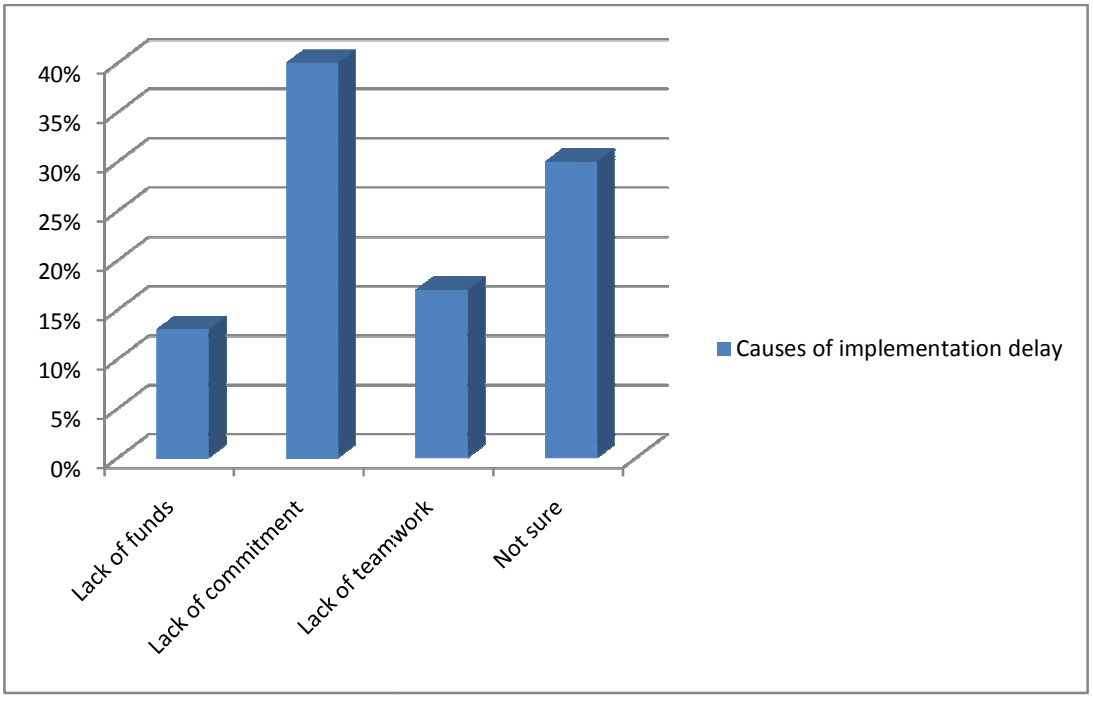


Fig 4.13 Cause of implementation delay

Table 4.16 and fig 4.15 shows majority of respondents, 12/30 (40%) pointed out that lack of commitment by the management is negatively impacting on the proper use of the system. Management accepted the blame in question number 5 of the interviews, by saying they cannot put the blame on lack of funds because before dollarization, they had a comprehensive budget for this project but inflation was the major drawback. They however went on to say by beginning of 2009, they did consider setting aside funds to continue with the implementation. The Ministry of Finance were not fully issuing out the required amount at the right time and some of the respondents, 4/30 (13%) (Accounts department) were of the view that lack of funds was the major drawback. The information technology staff, 5/30 (17%) were mostly of the view that lack of teamwork by the system user is the major drawback. The rest of the members, 9/30 (30%) were not sure especially in the shop floor area. Rappaport and Prakash (2009) defines the elements of an organisation in terms of the subsequent five interacting processes which includes planning, decision making, implementation, structuring data and evaluation of performance processes.

Q18. Who should be responsible for the progress of the implementation process?

Table 4.18 Responsibility on progress of implementation

Strength of feeling	**Response**
Management	17
Accountant	3
Administration	3
Selected team	7
Total	**30**

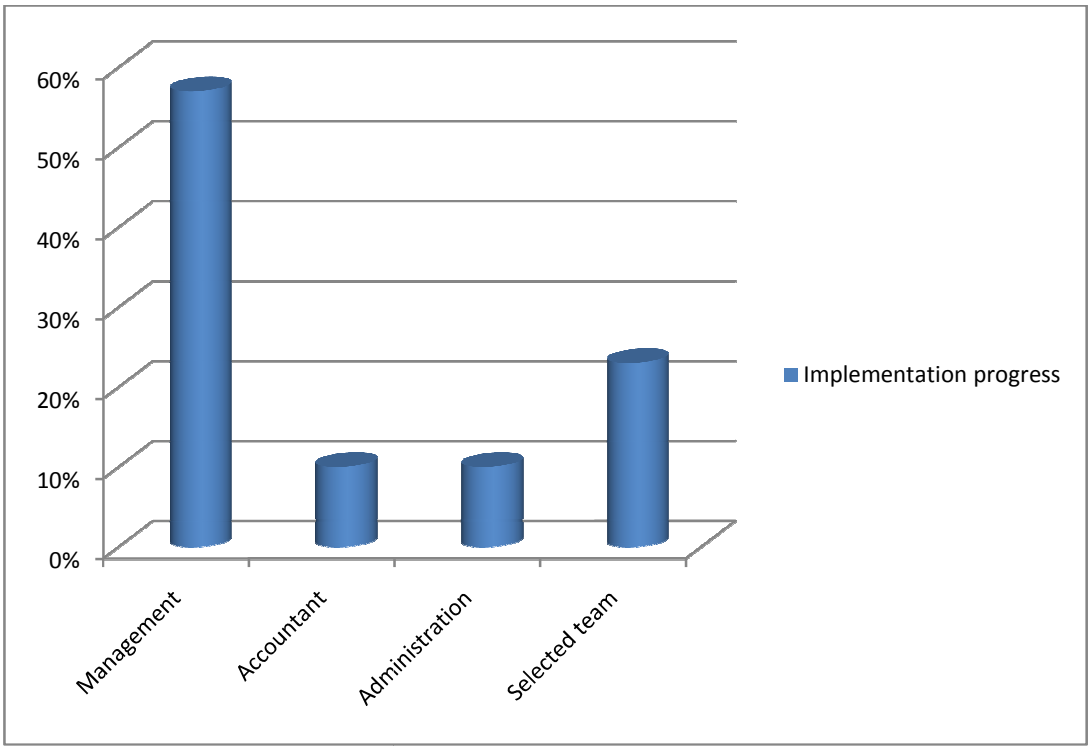


Fig 4.14 Responsibility on progress of implementation

Table 4.17 and fig 4.16 above shows that (57%) of respondents said management should be responsible for the implementation progress, (20%) said a selected team, (10%) said the accountant while the remainder (10%) said it is the responsibility of the administrator. Majority of the interviewees in question number 5, said management should be responsible for the running of the project. According to www.taebramald.co.uk (21/09/14; 22:00 hrs) pointed out that for an integrated accounting system to be properly functional there must be a project team which include key members from the management, accounting and programme staff team.

Q19. Does the ZIMSTAT have a selected project team?

All of the respondents indicated that there is no designated team to run the project and from the secondary data collected in chapter 4.3, the management normally discuss the issue in their (HOD) meetings but there is no specific team selected to run the project and give feedback to staff. According to www.taehramald.co.uk (21/09/14; 10:00hrs) it is indicated that an organization should select a project team that include key members for it to be successful.

4.2 Response rate for personal interviews

The interview was scheduled for top management and the response rate 4/5 (80%) and 1/5 (20%) were not done because the interviewee was very busy and had a tight schedule

4.2.1 What are the risks associated with operating a non-integrated accounting system?

The interviewees highlighted that the system is prone to data manipulation all agreed to the fact. The interviewees identified risks related to operation of non- integrated systems as follows- double posting, error of omission and commission and the delays in the preparation of financial statements for decision making. Question number 7 from the questionnaire (90%) majority of the respondents agreed to the fact. They also mentioned that there was once an attachee in 2012 in the accounts department from University of Zimbabwe who tried to take the advantage of the system and double posted his monthly allowance in his bank account.

4.2.2 What are the challenges associated with operating a non-integrated accounting information system?

The interviewees agreed to the fact that the organisation is facing major challenges in the operation of a non-integrated system. They said loss of information and delays in financial reporting normally results. Information is reported not on a timely bases and synchronisation of data were tiresome and some of the financial statements were prepared based on estimates. Question number 10 from the questionnaire (90%) of the respondents agreed to the fact.

4.2.3 What is the perceived ease of use of technology?

The interviewees defined perceived ease of technology as computer anxiety, being afraid of using a computer or computer software and it includes fear of learning new things and also computers are regarded as user unfriendly. They highlighted that some employees are not keen to learn new things and they cited factors like social beliefs as most of the staff are of aged years as indicated in question number 3, (73%) of the respondents had 5-10years or more working experience.

4.2.4 What causes the system users to resist change?

Most of interviewees agreed to the fact that users were not fully utilising the system and are in a tendency of resorting back to back to the old system. They highlighted that most of its employees were of the ages between 40-60years and lack of commitment by the management was the major drawback for the users to switch to the new system. The information technology director was of the view that regarding the financial constraints affecting the organization, users were not trained occasionally to be fully equipped to use the system. A few disagreed and stated that members were just afraid of failure of using the new system. As indicated in question number 15, majority of the respondents highlighted that lack of commitment by the management was mainly causing members to resist change.

4.2.5 What can be done to speed up implementation of operating an integrated accounting information system?

Those interviewed said they had initially budgeted for the project but it flopped because the Ministry of Finance were not issuing out the required amount at the right time. They further said that have recently decided to set aside some funds for the continuation of the project from their internal coffers. They also highlighted that the process of setting up a project team responsible for training the users to fully implement the system is in the pipeline. The Finance Director emphasised that there was lack of commitment by the management and thats why the system users were resorting back to the old system. He argued that for the system to be functional high levels of commitment must be shown by management for the proper implementation. He further highlighted that the organisation human resource department is in the process of recruiting new staff especially the younger ones as most of its employees were of aged years, between 45-70years.However, the interviewees goes hand in hand with question 11 of the questionnaires that the working environment was most appropriate for the implementation of the integrated systems.

4.3 Secondary Data

- According to the annual report from Human Resources Department dated 11/01/13, internal control department staff pleaded with management to find ways to eradicate problems of fraud at the organisation. This showed that there were problems in how receivables were handled by other members of staff in the accounts department.

- ln the 2011 and 2012 annual reports from the accounts department, cited that they were having challenges in generating their reports timeously because doing it was time consuming in trying to synchronise the information. This showed that the department was no longer very comfortable in using the un-integrated system.

- In the minutes of a meeting held on 17/08/13 at the organisation by administration and accounts staff, majority of the panel asked to be trained in the use of integrated (AIS). They said, they were not benefiting in any in-house trainings as compared to other governmental institutions such as the Ministry of Finance. This shows that, the system users were willing to be trained.

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4.4 Summary

The chapter has presented and analysed the research findings on the risks of using new integrated (AIS). The major findings were presented, discussed and analysed. Data used was from the questionnaire and interview schedule. Percentages were calculated to give a clear picture of the results. The chapter provides the foundation on which summary, conclusions and recommendations will be made in the subsequent chapter.

Chapter 5

Summary, Findings, Conclusions and Recommendations.

5.0 Introduction

This chapter concludes the research. Findings and recommendations are outlined in connection with the implementation of new integrated accounting information system (AIS) by ZIMSTAT.

5.1 Summary

The research aimed at studying the risks of using new integrated (AIS) at ZIMSTAT. Chapter one looked at the background of the study, statement of the problem, research objectives, and research questions, justification of study, limitations and delimitations of the study. The research study concentrated on a single case study; ZIMSTAT only. The main reason for the case study was that, ZIMSTAT is one of the largest providers of statistics in the country and hence its financial statements must be prepared correctly in a timely manner.

Chapter Two focused on the literature review. The review provides an analysis of the likeliness and variations of ideas suggested by various authors. Literature from different authors were reviewed in relation to the risk of using an integrated (AIS), benefits and risks associated with operating non-integrated (AIS), describing the ease of use of technology, analysing the resistance to change by the system users and the best practices of integrated (AIS).

Chapter Three dealt with research methodology. The researcher explained the research design and descriptive research design was chosen because it was suitable for this study. The type of data collected was using questionnaires and interviews were also part and parcel of the research instruments.

Chapter Four was of presentation and analysing of the findings. Data findings was presented, analysed and interpreted as they relate to the research under study. Data was analysed from the findings obtained through questionnaires and interviews. A total of 32 questionnaires were distributed and 30 were answered and returned, the response rate was 30/32 (94%). Tables, charts and graphs were the major presentation techniques used for primary data

collected and this has provided the basis for summary, conclusion and recommendations of the research

5.2 Major research findings

5.2.1 Non – integrated (AIS) associated risks

Risk associated with operating non- integrated (AIS) were noted and it includes poor decision making due to information unreliability, data manipulation, double posting, errors of omission and commission and the delays in the preparation of financial statements for decision making.

5.2.2 Causes of implementing delay in integrated (AIS)

The researcher established that the main cause of delay in proper implementing of integrated (AIS) was lack of commitment by management and this was also main cause for the system users to resist to change. Financial problems on the other hand were substantially causing delays in the system proper implementation.

5.2.3 Training needs for staff in the accounts department.

Majority of respondents said they are not literate in terms of using the new system and the only few in the top management got the knowledge from their training at college.

5.2.4 Success factors for the adoption of integrated (AIS).

The researcher established the organisation does not have a project team to run the implementation of the project and there are no laid down guidelines or factors to follow when checking the success of their project.

5.2.5 Level of implementation progress.

The results showed that the organisation managed to buy hardware, that is, computers, printers and some storage devices. The physical environment is conducive for the implementation of the Enterprise Resource Planning (ERP) and the manual system is at its best.

5.3 Conclusion of findings

From the findings, the following conclusions were made:

The research was successfully as pointed out by the study that the delay in the full implementation of integrated (AIS) is mainly caused by lack of commitment by the management which in turn is causing user resistance to change. There are no proper steps and guidelines being followed by the organisation to check the success of the project, however on the achievements part, they managed to setup the Enterprise Resource Planning (ERP).

5.4 Recommendations

The following recommendations were noted;

- The organisation should appoint a project team to run the implementation project of integrated (AIS). According to www.taebramald.co.uk (21/09/14; 10:00hrs) pointed out that a project team should include managers and members from the accounting department as well as program staff from other departments that will make use of the new systems reports.
- The organisation should provide constant training for its personnel. Off job trainings related to their work must be provided to employees. External training brings innovation into the organization. They can also be sent to workshops and seminars. This will stimulate workers and keep them with current information. Haddon (2012) argues that user resistance can be dealt with implementing a comprehensive human resource management strategy giving police guidelines covering, training programmes and job appraisal.
- The organisation must recruit more young employees especially post graduates who have a better understanding of advanced computer technologies. Shelly (2011:9) cited that "long-lasting or improper computer use can lead to disorders and injuries of the wrists, hands, elbows, eyes, back and neck".

5.5 Suggested areas of further research

1) An analysis of automated accounting information systems.

2) Investigation into the effectiveness of a networked accounting system in governmental organisations.

5.6 Summary

The research explores on the risks of using new integrated (AIS) and the effect of operating non- integrated accounting information systems. This chapter looked at previous chapters summaries, conclusion and recommendations according to results found from the research.

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APPENDIX I

Midlands State University
Faculty of Commerce
Department of Accounting
P O Box 9055
Gweru

15 September 2014

Dear Respondent

REF: REQUEST TO REPOND TO QUESTIONNAIRE

1 am a student at the Midlands State University and l am studying towards a Bachelor of Commerce Honours Degree in Accounting. I am carrying out a research project in partial fulfilment of my studies.

My topic reads:

An investigation of the risks of using new integrated accounting information system (A case study of Zimbabwe Statistical Agency)

You are kindly requested to assist by completing the questionnaire attached to this letter.

The information you will provide will be used for academic purposes only and will be treated with great confidentiality. Please complete the questionnaire by a tick in the appropriate boxes provided.

Your contribution is greatly appreciated.

Yours faithfully

Farai Gumbura

R111540X

0776322034 fgumbura@gmail.com

APPENDIX 2

Midlands State University
Faculty of Commerce
Department of Accounting
P O Box 9055
Gweru
15 September 2014

Zimbabwe Statistical Agency
P O Box 4055CY
Kaguvi building
Harare

Dear Sir/Madam

RE: REQUEST FOR AUTHORITY TO CONDIUCT A RESEARCH

I am a student at Midlands State University doing a Bachelor of Commerce (Honours) degree in Accounting. I hereby ask for your permission to conduct a research within your institution.

My topic reads:

An investigation of the risks of using new integrated accounting information system (A case study of Zimbabwe Statistical Agency)

Thank you for your co-operation.

Yours sincerely

Farai Gumbura
R111540X
0776322034 fgumbura@gmail.com

APPENDIX 3

QUESTIONNAIRE

Please indicate by a tick in the small boxes provided.

(1) Which department are in?

Accounts ☐ Publication ☐ Administration ☐ lnternal Audit ☐ lnformation Technology ☐

(2) Indicate your position in the organisation.

Head of Department ☐ Accountant ☐ Accounting Assistant ☐ Admin Assistant ☐ Accounts Clerk ☐

(3) For how long have you been working at (ZIMSTAT)?

A 1-5yrs ☐ B 5-10yrs ☐ C 10yrs and above ☐

(4) Indicate your highest level of qualification

0 Level ☐ A Level ☐ Diploma ☐ Degree ☐ Masters ☐ Doctorate ☐

5) The accounting information systems operational at (ZIMSTAT) are integrated?

Agree ☐ Strongly Agree ☐ Uncertain ☐ Disagree ☐ Strongly Disagree ☐

6) The following factors are considered to have led to the operation of non- integrated (AIS)?

(a) Financial constrain (b) Lack of expertise in the organisation (c) Resistance to change

☐ ☐ ☐

7) We encountered no risks in using the old system for example errors or system manipulation?

Strongly Agree ☐ Agree ☐ Uncertain☐ Disagree☐ Strongly Disagree ☐

8) Risk due to fraud and or errors can be reduced by implementing Enterprise Resource Planning (ERP)

Strongly Agree ☐ Agree ☐ Uncertain☐ Disagree☐ Strongly Disagree ☐

9) How do you rate your old/manual system?

Excellent ☐ Good ☐ Poor ☐

10) We faced no challenges in using the old non-integrated system for example loss of information and or un-able to provide the required information (by management) in a timely manner?

Strongly Agree ☐ Agree ☐ Uncertain☐ Disagree☐ Strongly Disagree ☐

11) How do you rate the physical environment for integrated accounting system?

Most appropriate ☐ Appropriate ☐ Not appropriate ☐

12) Where you trained in any computer course?

Several times☐ Partly ☐ Not at all☐

13) Do you find the new system you are currently using easy to use or user friendly?

Yes☐ No☐ Partly☐

14) Do you find the new system complex to use and resort back to the old system?

Yes ☐ No☐ Sometimes☐

15) Does the new system improves in the discharge of your duties

Yes☐ No ☐ Party☐

16) In your opinion, what do you think is making you resist to change (in using the new accounting system?)

Lack of commitment ☐ Lack of proper training☐ Other ☐

If other specify.....

17) In your opinion, what do you think is dragging the process o f implementing integrated accounting system?

Lack o f funds ☐ Lack of commitment ☐ Lack of teamwork ☐ Not sure ☐

18) Who should be responsible for the progress of the implementation process?

Management	Accountant	Administration	Selected Team
☐	☐	☐	☐

19) Does ZIMSTAT have a selected team to monitor the implementation process?

Yes ☐ No ☐

Thank you

APPENDIX 4

INTERVIEW GUIDE FOR MANAGEMENT

1) What are the risks associated with operating a non-integrated accounting system?
2) What are the challenges associated with operating a non-integrated accounting information system?
3) What is the perceived ease of use of technology?
4) What causes the system users to resist change?
5) What can be done to speed up implementation of operating an integrated accounting information system?