

UNIVERSITY OF CAPE COAST

CHALLENGES OF MANAGEMENT INFORMATION SYSTEM AT  
COMPASSION INTERNATIONAL GHANA

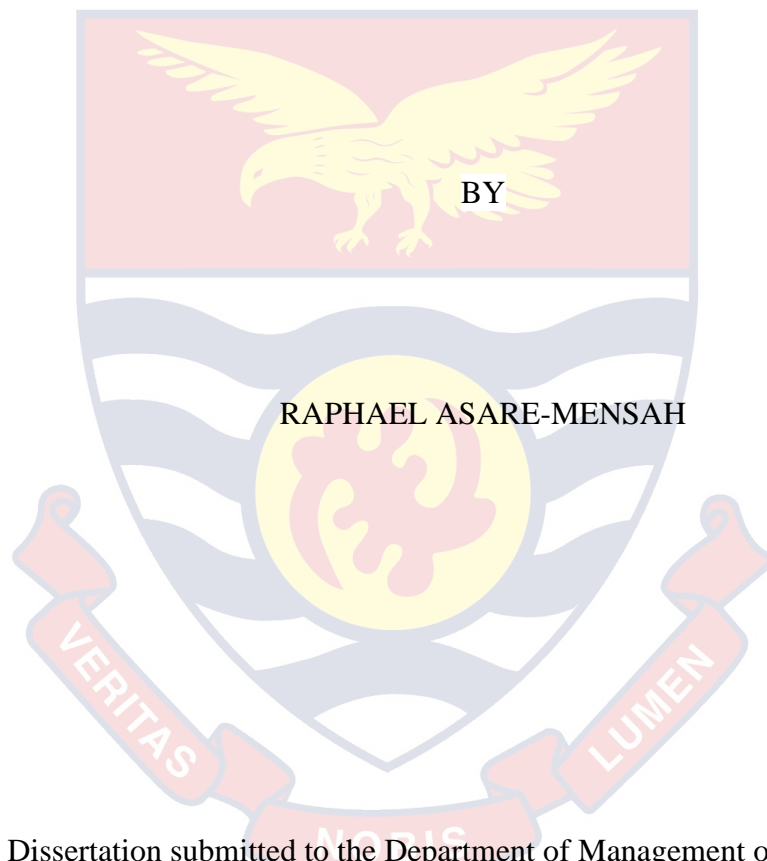


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2021

UNIVERSITY OF CAPE COAST

CHALLENGES OF MANAGEMENT INFORMATION SYSTEM AT  
COMPASSION INTERNATIONAL GHANA



Dissertation submitted to the Department of Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfillment of the requirements for the award of Master of Business Administration degree in General Management.

JUNE 2021

## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: ..... Date: .....

Name: Raphael Asare-Mensah

### Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on the supervision of the dissertation laid down by the University of Cape Coast.

Supervisor's Signature: ..... Date: .....

Name: Dr. Nicodemus Osei Owusu

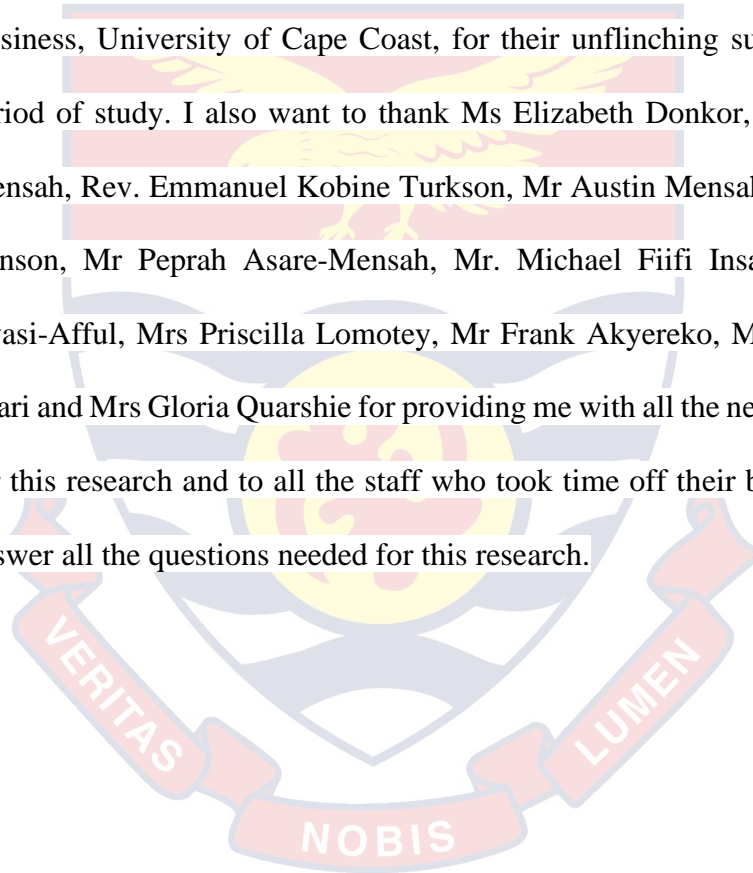
## ABSTRACT

The study sought to examine the challenges of management information system at Compassion International Ghana in the Greater Accra Region of Ghana. The specific objectives that guided the study were; to ascertain the manpower challenges of management information systems; to examine the infrastructural challenges of management information systems; and to examine the technological challenges of management information system at Compassion International Ghana, Head Office, Accra. The study employed a quantitative approach and adopted a descriptive research design. The population of the study was 200 employees and the sample size of 200 using the census sampling technique. All 200 questionnaires were valid and considered for the study representing a response rate of 100%. The main instrument used for this study was a structured questionnaire with statistical tools including; mean, standard deviation (SD), frequencies and percentages. The study adopted a simple random technique. The study findings first indicated that Compassion International Ghana emulates all the three categorical challenges of Management Information System. The implication here is that management information systems are inextricable entwined with increased transparency, accountability, and good governance, however, could hindered by these challenges. It was further indicated that there were insufficient resources in terms of professionally trained management information system managers, training-starved administrative staff and office space. Therefore, it was recommended that management of Compassion International Ghana, Head office, Accra should improve on the security measures in the protection of information systems.

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## DEDICATION

To my wife, Abigail and my son, Ohene Agyei



## TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
Page	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	4
Purpose of the Study	6
Research Objectives	6
Research Questions	6
Significance of the Study	7
Delimitations	8
Limitations of the Study	8
Organisation of the Study	8
Chapter Summary	9
CHAPTER TWO: LITERATURE REVIEW	
Introduction	11
Theoretical Review	11
Conceptual Review	13

Empirical Review	28
Conceptual Framework	31
Chapter Summary	32
<b>CHAPTER THREE: RESEARCH METHODS</b>	
Introduction	33
Research Approach	33
Research Design	33
Study Area	34
Population	35
Sample Size and Sampling Technique	35
Data Collection Instrument	36
Pre-Testing	37
Validity	38
Reliability	38
Results of the Cronbach's alpha	39
Data Collection Procedure	40
Response Rate	41
Data Processing and Analysis	42
Ethical Considerations	43
Chapter Summary	43
<b>CHAPTER FOUR: RESULTS AND DISCUSSION</b>	
Introduction	44
Demographic Background Information on the Study Respondents	44
Findings of the Study	47
Chapter Summary	58



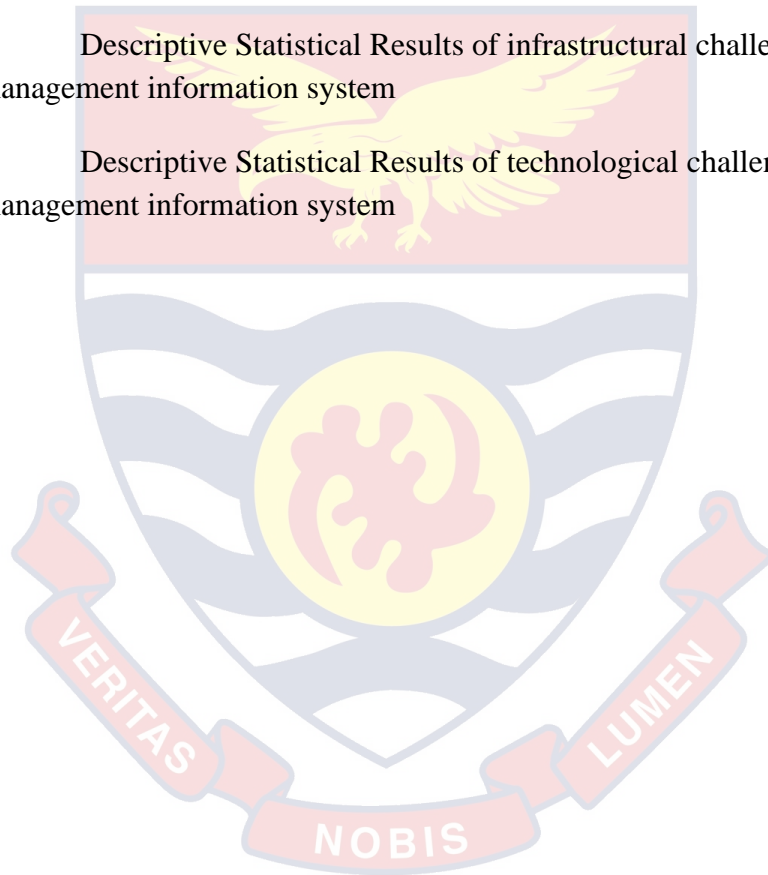
CHAPTER FIVE: SUMMARY, CONCLUSION AND  
RECOMMENDATIONS

Introduction	60
Summary of the Study	60
Key Findings	61
Conclusion	63
Recommendations	64
Suggestions for Further Studies	66
REFERENCES	67



## LIST OF TABLES

Table		Page
1	Reliability of Scales and Cronbach's Alpha of Study Variables	40
2	Response Rate	41
3	The Results of the Demographic Features of the Respondents	45
4	Descriptive Statistical Results of manpower challenges of management information system	48
5	Descriptive Statistical Results of infrastructural challenges of management information system	51
6	Descriptive Statistical Results of technological challenges of management information system	55



## LIST OF FIGURES

Figure		Page
1	Conceptual framework of the study	31



## CHAPTER ONE

### INTRODUCTION

Although management information system presents enormous benefits to organisations and their human resource professionals, it is not without setbacks. Admitting that some studies exist on the challenges of management information systems in sectors, such as military, government organisations, and banking; extant literature addressing the manpower, infrastructural and technological challenges of management information system in a non-governmental organisation is surprisingly scanty. In line with this submission, the present study seeks to examine the challenges of management information system at Compassion International Ghana. It is this gap that the present study seeks to fill.

#### **Background to the Study**

The current era is called information and communication era as many studies are conducted regarding the collection, processing and transferring information (Battarra, Gargiulo, Pappalardo, Boiano, & Oliva, 2016). Planning and control are not separable. To fulfil the planning and control process in each organization, various data should be collected from inside and outside of the organization and be transferred to the system doing information processing via the communication channel (Jindal, Kumar, & Singh, 2020). The information processing should be as the system can present the necessary, timely and adequate information for decision making and present to the decision makers. As having unnecessary information leads into the immersing of the manager in information and his confusion and continuance of the activities of some of the activities disturbs the organization (Kroenke & Boyle, 2016).

Incomplete information disturbs the planning, control and decision making and makes it ineffective as scientifically and practically (Zhang, 2016). The current management in encountering the complexities of the decisions found that the manual irrelevant systems based on the importance given to the above information cannot provide the required data and present them at appropriate time.

Information is a primary and essential tool of management and a common thread that ties together the cycle of management, namely planning, execution and control (Azevedo, Romão & Rebelo, 2014). Management Information System, also called information systems, is an information system used for supporting decision making in general on all levels in an organisation. Information system management serves the management level of the organisation, providing managers with reports and access to the organisation's current performance and historical records (Laudan & Laudon, 2015). Information system management collects, transmits, processes and stores data on an organisation's resources, programmes and accomplishments. The system makes possible the conversion of these data into information for use by decision makers within the organisation.

Most managers are faced with data or a lot of information experiences without any effect for them in decision making, planning, organizing and correct control in the organization (Mirzaey, Jamshidi, & Hojatpour, 2017). The gap between the fixed information systems and varied organizational structures namely in dynamic organizations are another fundamental problem leading into the information weakness. As any change in organization structure created some changes in the jobs, responsibilities, power, management hierarchy, etc and the

changes created the new information or needs as the existing information fixed systems don't have the required information and the required changes should be made for them (McKinney Jr & Yoos, 2019).

A key challenge for any organization is maintaining and improving its performance in an increasingly complex and competitive global operating environment, where change pressures appear to be the only constant. The importance of information is essential for the achievement of short-term, intermediate and long-range goals (Grant, 2003). It must however, be emphasized that not just any information provides competitive advantage but information, that is timely, relevant and accurate and this is when management information system (MIS) surfaces (Madapusi & D'Souza, 2005).

Management information system is a useful tool to organisations in diverse ways. It helps the organisation to access critical information, which is needed to manage it efficiently and effectively (Ishijima, Mapunda, Mndeme, Sukums & Mlay, 2015). It provides timely and accurate information to business managers and helps them in taking appropriate decisions (Yadeta, 2016). A successfully implemented management information system would possibly bring clinical cost reduction; improved processing demonstrated by more accurate results; intangible benefits, such as customer relationship; improved work environment and job satisfaction, decreased mistakes, and increased efficiency. MIS has increased the capacity of human resource professionals not only to gather information, but also to store and retrieve it in a timely and effective manner.

It is reported that information technology has successfully given some companies an advantage over their competitors both in the National and Global

Markets (Munirat, Sanni & Kazeen, 2014). Some classic examples of information systems employed by organisations are Customer Relationship Management (CRM) Systems, Enterprise Resource Planning (ERP) Systems, Supply Chain Management System (SCM), Product Data Management (PDM) Systems, and Project Follow-up (PFU) Systems (Botchway, Yeboah-Boateng & Kwofie, 2015). Management information systems are distinct from other information systems because they are used to analyse operational activities in the organisation (Ngafeeson, 2014).

In today's changing business environment, both internally and externally, the business environment may face difficulties and challenges, such as human or technical barriers which lead to misalignment or differences in performance between the business and information system, which may have negative effect on the business (Almalki, Al-fleit & Zafar, 2017). The Compassion International Ghana is one of the organisations that have identified the immense benefits management can derive from MIS. The company has an MIS unit that produces most of the information needed by management for decision-making. In line with this statement, the present study seeks to examine the challenges of management information system at Compassion International Ghana, a Christian humanitarian aid child sponsorship organisation dedicated to long-term development of children living in poverty around the world (Compassion International, 2019).

### **Statement of the Problem**

One of the most important contributions of information technology and systems to business firms is the reduction in information uncertainty and the resulting improvement in decision-making (Loudon & Loudon, 2006).



Currently, reports to management are prepared manually and are therefore delayed, non-specific and most often crippled by inaccuracies. Historical data is not instantly accessible by management, because the data is not stored in databases, but as individual files in different departments and units located in different regions of the country.

Despite the enormous benefits that management information system presents (Almalki, Al-fleit, & Zafar, 2017)), it also comes with challenges (Rodmunkong, Wannapiroon, & Nilssok, 2014), such as implementation costs, employees' resistance to change, lack of co-operation from employees, lack of proper communication, and server crash problems (Umukoro, Nwoko, & Agbi, 2016). Other challenges could be lack of management involvement in the design of the MIS, narrow or inappropriate emphasis of the computer system, undue concentration of low level data processing application, lack of management knowledge and skills of computer and IT, poor technological equipment and advancement, poor database management, lack of management support (Munirat, Sanni, & Kazeem, 2014), and inadequate funding (Botchway, Yeboah-Boateng, & Kwofie, 2015). The millions of dollars organisations spend on MIS are of little benefit because systems continue to fail (Lucky & Adegoke, 2014).

These are prevailing challenges associated with the use of management information systems at Compassion International Ghana due to the nature of their activities. It is therefore revealing to conduct such study to reveal these associated challenges and provide mechanisms to mitigate their impact. Acknowledging that some studies exist on challenges of management information systems in the public sector (Botchway et al., 2015; Lucky &



Adegoke, 2014), military (Lucky & Adegoke, 2014), and banking (Almalki et al., 2017); extant literature addressing the manpower, infrastructural and technological challenges of management information system in a non-governmental organisation is surprisingly scanty. In line with this submission, the present study seeks to examine the challenges of management information system at Compassion International Ghana. It is this gap that the present study seeks to fill.

### **Purpose of the Study**

The purpose of the study is to examine the challenges of management information system at Compassion International Ghana.

### **Research Objectives**

The following research objectives are considered:

- 1) To ascertain the manpower challenges of management information system at Compassion International Ghana;
- 2) To assess the infrastructural challenges of management information system at Compassion International Ghana; and
- 3) To examine the technological challenges of management information system at Compassion International Ghana.

### **Research Questions**

The following research questions are considered to give the study direction:

- 1) What are the manpower challenges of management information system at Compassion International Ghana?

- 2) What are the infrastructural challenges of management information system at Compassion International Ghana?
- 3) What are the technological challenges of management information system at Compassion International Ghana?

### **Significance of the Study**

The significance of this study cannot be over emphasised. It is expected that the findings of this research will be relevant to staff, IT team, non-governmental organisations, researchers, and business consulting firms aiming to create better management information systems among non-governmental organisations, in particular. A successfully implemented management information system would possibly bring clinical cost reduction; improved processing demonstrated by more accurate results; intangible benefits, such as customer relationship; improved work environment and job satisfaction, decreased mistakes, and increased efficiency. Therefore, examining the manpower, infrastructural and technological challenges of Compassion International Ghana would help management offer pragmatic solutions to address those challenges.

It is also hoped that this study would serve as a useful reference material for policy adoption by corporate bodies and government institutions who wish to remain competitive and efficient by offering recommendation on how to improve their MIS process. Finally, the study would serve as a source of reference to the general public and academia, and stimulate interest in further research into this area.

## **Delimitations**

The present study is restricted to Compassion International Ghana. The variables used in the study are manpower challenges of management information system, infrastructural challenges of management information system, and technological challenges of management information system. The study subjects are staff working with Compassion International Ghana. It therefore confined itself to sections, departments, units in the Compassion International Ghana. Therefore, this study is designed to report exclusively from these respondents' perspectives. This approach is chosen because of two reasons- primarily because of financial constraints and time. Therefore, the conclusion and generalization may not be readily applicable to other universities in the country

## **Limitations of the Study**

Besides the quantitative method used, using the qualitative method would have added to the weight of materials relating to the challenges of management information systems. Although this would have proved extremely time consuming, an interview with the others in higher positions, like the employees, would also have been useful. This would have helped to understand the rationale behind the elements of management information systems and their challenges associated with it.

Finally, this research encountered several problems especially gathering appropriate data for the analysis. Generally, apathy was a major problem since some of the respondents failed to answer the questionnaire. The respondents might not have disclosed their actual opinions on certain issues related to the university which could be confidential in nature. Therefore, the bias in their

responses was possible. Also, this study researched the challenges of management information system at compassion international Ghana with the views from sampled respondents, which is a small representation of all the employees in the non-governmental sector.

### **Organisation of the Study**

This study is organised into five main chapters. Chapter One presents the introduction, which entail the background of the study, statement of the problem, purpose of the study, research objectives, research questions, significance of the study, delimitations, and organisation of the study. Chapter Two reviews various literatures relevant to this research project, capturing the theoretical review, conceptual issues, empirical review, conceptual framework, and chapter summary. Chapter Three describes the research methods adopted for the study encompassing the research design, population, sampling procedure and sample size, data collection instrument, ethical considerations, data collection, and data processing and analysis. Chapter Four captures the results and discussion, while Chapter Five finalises the report with the summary, conclusions and recommendations.

### **Chapter Summary**

The chapter dispensed with the introduction which gave an overview of the study. The background to the study was also dealt with. Preceding the background to the study is the statement of the problem which explains the rationale behind the study conducted. Then is the purpose of the study, the research objectives as well as the research questions. The significance of the study which justified the relevance of the study was dealt with as well as the

delimitations of the study. The study then concluded with the organisation of the study.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter presents the literature review of this study. Literature review is an activity in which the knowledge base is engaged to inform a new study. The literature review is structured under three broad headings, namely the conceptual review, empirical review and conceptual framework. The chapter ends with a chapter summary.

#### Theoretical Review

Theoretical models are a body of knowledge that seeks to observe, understand and explain concepts. According to Colombo (2017), the theory is a proposition which can account or explain certain phenomena or event in concept. It is very useful in research as it serves as an open eye to numerous possibilities and ways of modelling contemporary challenges in the world. There are several theoretical approaches towards organisational support and employees' performance, but this study will consider the Resource Based View Theory (RBV) to explain the management information system. This is discussed in detail below:

#### Resource-Based View (RBV) Theory

The fundamental principle of RBV is that the basis for the competitive advantage of a firm lies primarily in the application of the bundle of valuable resources at the firm's disposal. In view of the RBV theory of the firm, outsourcing is taken as a strategic decision which can be used to fill gaps in the firm's resource and capabilities (Grover & Cheon, 1998). Normally, firms

establish their specific resources which they keep on reviewing in order to respond to shifts in the changing business environment. Hence, firms must come up with dynamic capabilities which are adaptable to the environmental changes (Petus, 2001). Capability is the key role of strategic management to ably adapt, integrate and reconfigure internal and external organizational skills, resources and functional capabilities to match the requirements of a changing environment (Zhou & Wu, 2010).

RBV theory puts more emphasis on the firm's internal resource rather than external opportunities and threats created by industry conditions. The theory maintains that in order to generate a sustainable competitive advantage, a resource must provide economic value and must be presently scarce, difficult to imitate, non-substitutable and not readily obtainable from markets (Leonidou, Christodoulides, Kyrgidou, & Paliyawadana, 2017). The theory also relies on two key points; first, that resources are determinants of firm performance and second, that resources must be rare, valuable, difficult to imitate and non-substitutable by other rare resources. When the latter occurs, competitive advantage has been created (Chatzoglou, Chatzoudes, Sarigiannidis & Theriou, 2018).

The Resource-Based View theory is relevant to this study because the RBV helps to distinguish the core competences and provides knowledge about which activities must be performed in-house and which must be outsourced, determining that the possession of some resources and capabilities is what defines what the firm itself will do and what it will obtain from third parties. Starting with an analysis of the firm's value chain and support operations, and in order to compete efficiently, managers must develop a few critical activities



at which they are the most efficient. The most effective core competences strategy consists of focusing on a few (two to four) service operations based on intellect or knowledge in conjunction with maintaining the best capabilities and provide a flexible platform for future innovations (Wang, Kung & Byrd, 2018). Porter and Kramer (2019) point out that an organization must not outsource its core competences, and that it must even create systems for their protection.

### **Conceptual Review**

This section covers the conceptual review of this study. The conceptual review explains the various concepts and variables that relates to this study, namely the concept of management information system and the types of management information system.

### **Concept of Information**

Information has been theoretically perceived and defined differently (Bosman, 1985), and many writers, including Rene (1975) and Hintikka (1984) have indicated that the concept of information is misleading, describing it as “semantic chameleon”. The differences occur because the concept of information has invaded various disciplines including natural science, economics, psychology and humanities (Burgin, 2009). Brookes (1980), Buckland (1991) and Kogut and Zander (1992) define information in terms of knowledge and concluded that information can be used in place of knowledge. However, others like Meadow and Yuan (1997), Henczel (2000) and Choo (2002) agree that data is transformed into information which is also transformed into knowledge which is used in the operations of organisations. In this respect, Curtis (1989) defines information as data processed for a purpose, while Senn



(1990) discusses information as data presented in a form that is meaningful to the recipient.

Expanding the above definitions, Robek et al. (1995) opine that information is any intelligence, which can be communicated in either graphic form or alphanumeric character, which include records, documents, data and files created and maintained by organisations. The view of McGee (1993), Walker (1993), O' Brien and Marakas (2008) and Laudon and Laudon (2010) is that, information is data that have been transformed into a form that is meaningful and useful to the recipient and has a real or perceived value and can cause a change in decision making. The various definitions of information by different writers indicate that information has some importance which needs to be explored (Adams, 2006).

According to Dorr et al. (2013), information is one of the world's most important resources that are needed to solve societal or organisational problems and make decisions affecting the present and the future. Bedward and Stredwick (2004) have indicated that information enhances organisations' knowledge, improves understanding of complex situations and reduces uncertainty. By reducing uncertainty and enhancing understanding of problems, situations are simplified and become more manageable (Pijpers, 2009). According to Bedward and Stredwick (2004) and Pijpers (2009), in order for information to perform its roles effectively, it should be relevant to the needs of the organisation. It must be accurate, reliable, consistent and must be provided at the right time. These features of information can only be achieved through effective information management (Robertson, 2005).

## Concept of Information Systems

An information system can be defined technically, as a set of interrelated components that collect (or retrieve) process, store, and distribute information to support decision making and control in an organization (Laudon & Laudon, 2006). They add that information systems help managers and workers to analyze problems, visualize complex subjects, and create new products. There are three activities in any information system that produce the information that organizations need to make decisions, control operations, analyze problems, and create new products or services. These activities are input, processing, and output. Input captures raw data from within the organization or from its external environment.

Processing converts this raw input into a more meaningful form. Output transfers the processed information to the people who will use it or to the activities for which it will be used. Information systems also require feedback, which is output that is returned to appropriate members of the organization to help them evaluate or correct the stage (Angeles, 2005). Finally, Laudon and Laudon (2006) describe an information system as a sociotechnical system. They are of the view that though information systems are composed of machines, devices, and physical technology, they require substantial social, organizational, and intellectual investments to make them work properly. These, point to the human factor, which is an essential element if the MIS is to function properly.

## Management Information System

According to Larsson and Malmsjö (1998), management information system is an information system used for supporting decision making in general on all levels in an organization. MIS serve the management level of the

organization, providing managers with reports and access to the organization's current performance and historical records. Typically, MIS are oriented almost exclusively to internal, not environmental or external, events. MIS primarily serve the functions of planning, controlling, and decision making at the management level (Laudon and Laudon, 2006). Nonaka & Takeuchi (1995) on the other hand sees MIS as a term given to the discipline focused on the integration of computer systems with the aims and objectives of an organisation. Management information system is the series of processes and actions involved in capturing raw data, processing the data into usable information, and disseminating the information to users in the form needed. An MIS is not simply a computer program, and it involves more than just calculating numbers.

In Robek, et al. (1996) view, MIS cannot be understood without first distinguishing between data and information. Data are unprocessed facts that give no insight by themselves whereas information is processed or transformed data that help someone make a decision or gain insight. For example, comparing a full management information system includes all the systems an institution uses to generate the information that guides management's decisions and actions. In large institutions, the MIS tends to be mostly or entirely computer-based, requiring software programs to capture and report on the necessary information. The development and management of information technology tools assist executives and the general workforce in performing any tasks related to the processing of information. MIS and business systems are especially useful in the collation of business data and the production of information in the form of reports to be used as tools for decision-making.

Management Information System (MIS) is concerned with processing information which is then communicated to the various departments in an organisation in order to increase competitiveness for appropriate decision-making (Yadeta, 2016). It is a computer system that provides management and other personnel within an organisation with up-to-date information regarding the organisation's performance; for instance, current inventory and sales (Botchway et al., 2015). It usually is linked to a computer network, which is created by joining different computers together in order to share data and resources. MIS is a collection of manpower, tools, procedures and software to perform various business tasks at various levels in the organisation (Yadeta, 2016). This system has three basic levels: operational, middle management and top management where the information is passed from bottom to top (Ngafeeson, 2014).

### **Types of Management Information System**

Generally, according to (Yadeta, 2016), there are six types of management information systems, and they are transaction processing systems (TPS), decision-support systems (DSS), executive support systems (ESS), knowledge management systems (KMS), strategic information systems (SIS), and functional business systems (FBS).

*Transaction processing systems* collect and record the day to day dealings of an organisation. This system is mostly used at lower level of management. Management information systems produce fixed, regularly scheduled reports based on data extracted and summarised from the firm's underlying transaction processing systems, which help middle and operational

level managers to provide answers to structured and semi structured decision problems.

*Decision-support systems* are mainly computer program applications used by middle management to compile information from a wide range of sources to solve problems and make decisions. These decisions are taken by top level management executives.

*Executive support systems* are reporting tools that provides quick access to summarised reports coming from all levels of organisation and departments, such as accounting, human resources and operations. This system provides critical information in a wide range of internal & external source in easiest way to display to manager and executives.

*Knowledge management system* is a knowledge-based information system to support creation, organisation and disseminating business knowledge to employees and managers throughout the company.

*Strategic information system* applies information technology with firm's product, service and business process to help the organisation to gain a strategic advantage over competition.

Finally, *functional business system* focuses on operational and managerial application in support of business function, such as accounting and marketing.

### **Applications of MIS**

With computers being as ubiquitous as they are today, there is hardly any large business, which does not rely extensively on their computer systems in generating some of the information needed for effective operation of the business (Williamson, et al. 2001). With the aid of computers, MIS has become

invaluable in supporting several aspects of the business activities such as the strategy, information extraction and presentation (data processing), and assessing the performance of the business using the objectives set out by the business (Peppard, 2001).

### ***Strategy Support***

While out of the MIS cannot create business strategies by themselves, they can assist management in understanding the effects of their strategies, and enable them take effective decision. The MIS in place within a company can be used to transform data into information useful for decision-making. MIS can provide scenario or simulation and performance reports to assist in the planning, monitoring and implementation of strategy (Peppard, 2001). MIS provide a valuable function in that they can collate into coherent reports unmanageable volumes of data that would otherwise be broadly useless to decision makers. By studying these reports, decision-makers can identify patterns and trends that would have remained unseen if the raw data were consulted manually. MIS can also use these raw data to run simulations, hypothetical scenarios that answer a range of 'what if' questions regarding alterations in strategy (Peppard, et al. 2000). For instance, the MIS of a company can provide predictions about the effect on sales that an alteration in price would have on a product. The outputs of MIS enable more informed decision-making within an enterprise that would not have been possible without an MIS in place.

### ***Data Processing***

Not only does MIS infrastructure allow for the collation of vast amounts of business data, but they also provide a valuable time saving benefit to the workforce. Where in the past business information had to be manually



processed for filing and analysis it can now be entered quickly and easily onto a computer by a data processor, allowing for faster decision-making and quicker reflexes for the enterprise as a whole (Salmela and Spil, 2002)

### ***Management by Objectives***

While MIS are extremely useful in generating statistical reports and data analysis, they can also be used as a Management by Objectives (MBO) tool. MBO is a management process by which managers and subordinates agree upon a series of objectives for the subordinate to attempt to achieve within a set period (Whittington, 2001). Objectives are set using the SMART principle: that is, objectives should be Specific, Measurable, Agreed, Realistic and Time Specific. He added that, the aim of these objectives is to provide a set of key performance indicators by which an enterprise can judge the performance of an employee or project. The success of any MBO depends upon the continuous tracking of progress. In tracking this performance, it can be extremely useful to make use of a management information system. Since all SMART objectives are by definition measurable, they can be tracked through the generation of management reports to be analysed by decision-makers.

### **Importance of Management Information Systems**

The field of MIS can deliver a great deal of benefits to enterprises in every industry. Expert organisations such as the Institute of MIS along with peer reviewed journals such as MIS Quarterly continue to find and report new ways to use MIS to achieve business objectives. Organizations use management information systems (MISs) for gathering and dispensing the information needed for making timely decisions. Because executives process so much information, they employ computers extensively.

They use them for storing, retrieving, extracting, and dispensing data. Computers provide technology support for the MIS used by organizations and systematically aid in detecting problems and in gathering relevant information (Al-Hawamdeh, 2002). The MIS contains indicators that show the health of a company, such as profits, cash flow, inventory levels, financial status, market behaviour, productivity levels, schedules, and quality control. These indicators may be displayed as text, tables, graphs, or time series. Apart from the above general benefits that all enterprises can derive from MIS, companies in the marketing and distribution of products like CMC being studied here can use MIS to improve its core competence, enhance the supply chain management and provide quick responses to changing trends in the business (Wilson 2002).

### ***Core Competencies***

Every market leading enterprise will have at least one core competency; that is, a function they perform better than their competition. By building an exceptional management information system into the enterprise, it is possible to push out ahead of the competition. MIS systems provide the tools necessary to gain a better understanding of the market as well as a better understanding of the enterprise itself (Laudon and Laudon, 2006).

### ***Enhance Supply Chain Management***

The use of MIS results in an improved reporting of business processes which leads inevitably to a more streamlined production process. With better information on the production process, the ability to improve the management of the supply chain, including everything from the sourcing of materials to the manufacturing and distribution of the finished product becomes an easy task (Zuckerman, 2005).



## Quick Reflexes

As a corollary to improved supply chain management comes an improved ability to react to changes in the market. Better MIS systems enable an enterprise to react more quickly to their environment, enabling them to push out ahead of the competition and produce a better service (Salmela & Spil, 2002).

## Challenges of Management Information System

### Manpower challenges

Human challenges are the issues that relate to every person in the company or organisation. Human obstacles were identified by Wilson (2013) after distributing a survey instrument to 500 companies that implemented information system strategy to rank the obstacles. The results showed that there were challenges in the lack of resources to engage in user-education, inability in recruiting appropriate staff, and inability to employ experts who suitably accomplish the information technology activities. Lack of computer skill on the part of employees was equally identified as a key challenge and major difficulty to the development of information systems. In addition, Wilson (2013) discovered that most of the older employees displayed a lack of interest and willingness to learning computer skill, which had a high negative impact on the operations of the organisation.

Umezuruike, Nwankwo and Kareyo (2017) conducted a review study on the implementation challenges on health management information systems in Uganda and found that lack of trained professionals was a challenge to effective health management information system. According to the authors, the success of any IT project implementation largely depends on the technical know-how

of the implementers but however continues to be one of the main challenges to computerized management information systems. Furthermore, the authors found that resistance to change by healthcare professionals hindered the successful implementation of health management information systems.

Umezuruike et al.'s (2017) opined that, majority of healthcare officers appear to be at ease with paper records and would resist change from traditional paper-based system to electronic health system. Sometimes, the negative disposition of such persons may be justified on critically examining the following factors: limited knowledge in IT among personnel, limited administrative support for IT, funding, privacy related issues, and interoperability of different acquired systems.

### **Infrastructural challenges**

The challenges to integration of information technology may be classified as physical infrastructure development processes at the local government level (Botchway et al, 2015). In the view of the authors, a modern management information system and e-governance approach requires modern state of the art facilities to run. The challenges and opportunities for effective adoption of human resource for health information systems in developing countries in Tanzania and found that unsatisfactory infrastructure for information and communication technology challenged health information systems delivery (Ishijima et al., 2015).

Jahanbakhsh, Tavakoli and Mokhtari (2015) explored the challenges of electronic health record (EHR) implementation and related guidelines in Isfahan. The research approach was qualitative study and research design was phenomenology. In-depth semi-structured interviews were conducted with 15

of Physicians, Managers and Clear-Sighted persons who had experiences regarding electronic health record. The researchers divided challenges into two areas of infrastructure and structural. Challenges of electronic health records infrastructure were due to information technology, lack of uniform definitions and concepts, cultural problems, and lack of needs assessment before implementation and the challenges of structural were violations of privacy and legal cases, compromise getting information management, and lack of integration and sharing of enterprise-level.

Wilson (2013) distributed a survey instrument to 500 companies that implemented information system strategy to rank the obstacles. The author found that infrastructure (both hardware and software) was one of the challenges of information system development. The researcher added that migration from old to the new system or upgrading previous systems was a major challenge. Lucky and Adegoke (2014) analysed the challenges and difficulties of information system development, with evidence from Perbadanan Hal Ehwal Bekas Angkatan Tentera.

Lucky and Adegoke (2014) employed both personal interview and observation methods. The findings revealed that infrastructure (hardware and software), materials, methods and fund were the critical challenges and difficulties faced by Perbadanan Hal Ehwal Bekas Angkatan Tentera during their system development. Therefore, the authors concluded that infrastructure, materials, methods and fund play crucial role for an effective system development. Their authors, therefore, recommended that there should be sufficient budget to procure the right system hardware and software for right requirements.

Jahanbakhsh, Tavakoli and Mokhtari (2015) explored the challenges of electronic health record (EHR) implementation and related guidelines in Isfahan. The research approach was qualitative study and research design was phenomenology. In-depth semi-structured interviews were conducted with 15 of Physicians, Managers and Clear-Sighted persons who had experiences regarding electronic health record. The researchers divided challenges into two areas of infrastructure and structural. Challenges of electronic health records infrastructure were due to information technology, lack of uniform definitions and concepts, cultural problems, and lack of needs assessment before implementation and the challenges of structural were violations of privacy and legal cases, compromise getting information management, and lack of integration and sharing of enterprise-level.

Jawhari et al. (2015) examined barriers and facilitators to electronic medical record (EMR) use in an urban slum. Descriptive qualitative method was used to explore staff perceptions about an open-source EMR deployment in two primary care clinics in Kibera, Nairobi. Participants were interviewed using open-ended, semi-structured questions. Content analysis was used when exploring transcribed data. The results showed system and software challenges affecting the successful implementation of electronic medical record. The system challenges were related to power, network, internet, hardware, and interoperability. The software challenges were data integrity, confidentiality, and function. Umezuruike, Nwankwo and Kareyo (2017) conducted a review study on the implementation challenges on health management information systems in Uganda and found that inadequate information and communication

technology facilities, such as limited access to state-of-the art hardware was a challenge to effective health management information system.

### **Technological challenges**

Technological challenges and management of information systems focused on the new advancement and challenges that today's organizations face in the areas of human resource and business, resulting from continuous and highly complex changes in technological resource (Townsend, DeMarie, & Hendrickson, 1998). Due to the growing technology in the systems of information and global trends, technology has become one of the rising challenges of computerized management information systems and could be attributed mainly to the fact that, technology keeps on evolving.

Advancements in technology makes it a challenge for organizations to adopt to just a static mode of information systems within the organization. This therefore calls for various dynamics in the systems of information within the organization often over a short period of time in order to catch up with the latest mode of technological features within which may also serve as a higher security for their information (Oztemel, & Gursev, 2020).

Yadeta (2016) conducted a review study on the role of management information system in business organisations and found that, sometimes problem arises due to server crash and website crash. This problem leads to the loss of information. Almalki, Al-fleit and Zafar (2017) conducted a study with the aim of demonstrating the challenges in the implementation of information system strategy in Saudi based business environment, in general, particularly in a bank. To illustrate these challenges, the authors employed a case study and a survey to investigate the types of challenges in a bank. The authors then

displayed analysis and discussion of the survey results. The results strongly indicated that the management challenges between IT and business could be avoided if there were an adequate connection between IT and business.

Wilson (2013) distributed a survey instrument to 500 companies that implemented information system strategy to rank the obstacles. The author found that migration from old to the new system or upgrading previous systems was a major challenge. Ishijima et al. (2015) examined the challenges and opportunities for effective adoption of human resource for health information systems in developing countries in Tanzania and found that lack of consensus on sustainable human resource information systems among stakeholders challenged health information systems delivery.

Umezuruike et al. (2017) conducted a review study on the implementation challenges on health management information systems in Uganda and found that incompatibility problems challenged the effective implementation of health management information system. The authors explained that different levels of the healthcare system often require different tools some of which are available as hardware or software. It must also be pointed that majority of the health management software and hardware products are developed by different vendors and in most case, there is no uniform standard to which these manufacturers or vendors are accustomed to. The lack of standards for many software and hardware tools is a recipe for incompatibility among myriads of devices applicable to health information technology.



## **Empirical Review**

This section presents the empirical review of this study. The empirical review documents the results of closely related studies. This study's empirical review is structured under three headings, which are consistent to the research objectives, namely manpower challenges of management information system, infrastructural challenges of management information system, and technological challenges of management information system.

### **Manpower challenges of management information system**

Ngafeeson (2014) examined healthcare information systems opportunities and challenges and found that healthcare information systems were challenged by the resistance to the use of technology by healthcare professionals, particularly medical doctors, citing associated costs, perceived lack of return on investment, and privacy and security problems. Lucky and Adegoke (2014) analysed the challenges and difficulties of information system development, with evidence from Perbadanan Hal Ehwal Bekas Angkatan Tentera.

Ngafeeson (2014) employed both personal interview and observation methods. The findings revealed that manpower was the most critical challenge and difficulty faced by Perbadanan Hal Ehwal Bekas Angkatan Tentera during their system development. Therefore, authors concluded that manpower plays crucial role for an effective system development. Their authors, therefore, recommended that there should be sufficient budget to procure the right system hardware and software for right requirements. In addition, the authors recommended that training of staff for both information system development and management should be given urgent attention.

Ishijima et al. (2015) examined the challenges and opportunities for effective adoption of human resource for health information systems in developing countries in Tanzania and found that inadequate computer skills challenged health information systems delivery. Jawhari et al. (2015) examined barriers and facilitators to electronic medical record (EMR) use in an urban slum. Descriptive qualitative method was used to explore staff perceptions about an open-source EMR deployment in two primary care clinics in Kibera, Nairobi. Participants were interviewed using open-ended, semi-structured questions. Content analysis was used when exploring transcribed data. The results showed that the barrier to a successful electronic medical record system was cost associated training of staff.

Verbeke, Karara and Nyssen (2015) assessed the factors that predict failure and success in hospital information system implementation in Sub-Saharan Africa. From 2007 through 2014, the authors participated in the implementation of open source hospital information systems (HIS) in 19 hospitals in Rwanda, Burundi, DR Congo, Congo Brazzaville, Gabon, and Mali. Most of these implementations were successful, but some failed. At the end of a seven-year implementation effort, a number of risk factors, facilitators, and pragmatic approaches related to the deployment of HIS in Sub-Saharan health facilities were identified. Many of the problems encountered during the HIS implementation process were not related to technical issues but human, particularly regarding insufficient skilled staff, highlighting the need for training and user assistance, which increases financial requirements.

Verbeke et al.'s (2015) study retrospectively evaluated the predictive value of 14 project failure factors and 15 success factors in HIS implementation



in the Sub-Saharan region. Nine of the failure factors were strongly correlated with project failure, three were moderately correlated, and one weakly correlated. Regression analysis also confirmed that eight factors were strongly correlated with project success, four moderately correlated, and two weakly correlated. The study results may help estimate the expedience of future HIS projects. Botchway et al. (2015) examined the challenges to integration of information technology in physical infrastructure development processes at the local government level. The authors employed a mixed approach and purposive sampling technique. Data gathered from the metropolitan, municipal and district assemblies in the Ashanti Region of Ghana suggested an inadequate human capital for an effective management of information systems.

Yadeta (2016) conducted a review study on the role of management information system in business organisations and found that the development of new computerized based information system is a problem for many organisations due to the cost factor. In particular, employees need to be trained and given up-to-date tuition on the changes made. The author adds that employees should have the capacity of learning of the information system with the changing competitive and business environment; otherwise, it will be difficult for the organisation to stay in the market. Another problem that can affect information system management, in Yadeta's (2016) words, is employee resistance. Employee resistance to adopt the information systems is a problem, since the information system does not exist in isolation. It is the human capital that drives all systems in every organisation.

### Conceptual Framework

This section presents the conceptual framework of this study. A conceptual framework shows the researcher's idea on how a study is explored. This study's conceptual framework is showed in Figure 1. From Figure 1, it is shown that this study addresses the challenges of management information system at Compassion International Ghana. To be specific, this study seeks to: ascertain the manpower challenges of management information system at Compassion International Ghana (objective one); assess the infrastructural challenges of management information system at Compassion International Ghana (objective two); and examine the technological challenges of management information system at Compassion International Ghana (objective three).

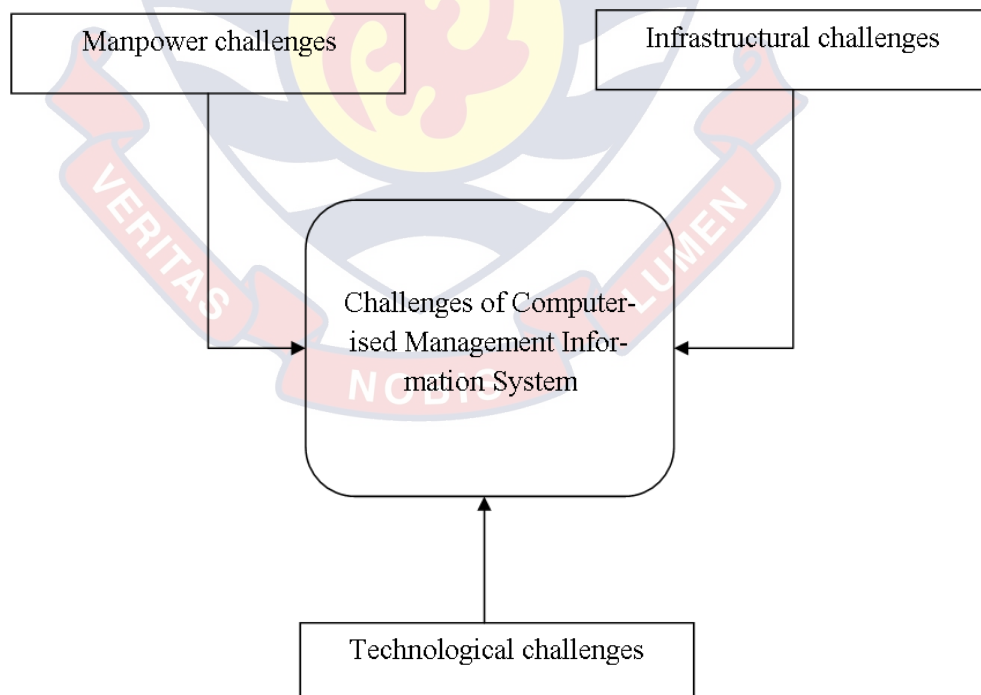
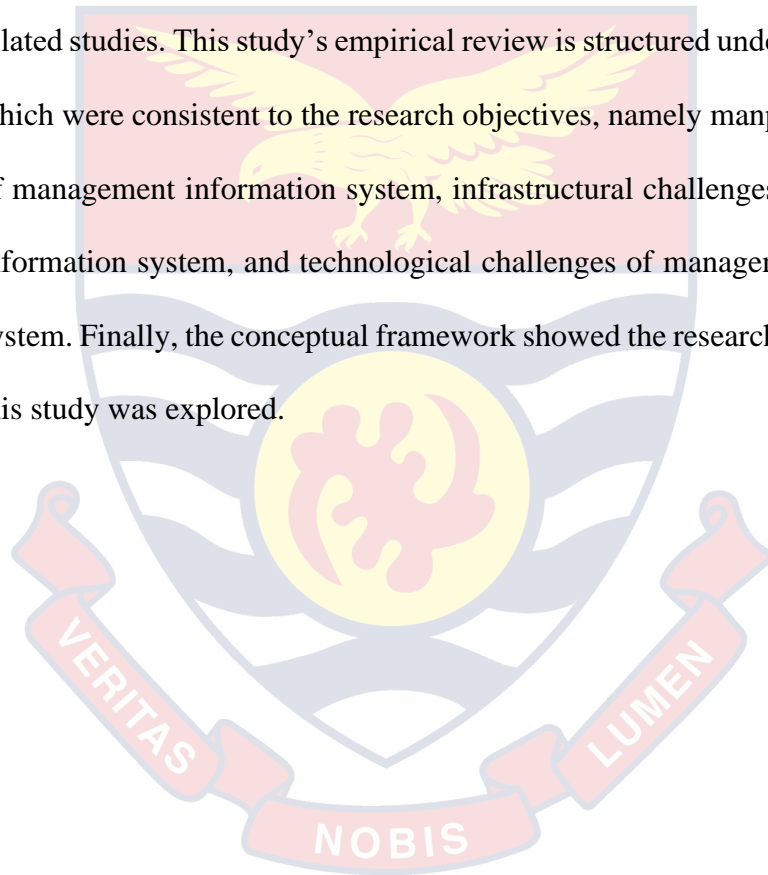


Figure 1: Conceptual framework of the study

Source: Author's construct (2020)

## Chapter Summary

This chapter presented the literature review of this study. The literature review was structured under three broad headings, namely the conceptual review, empirical review and conceptual framework. The conceptual review explained the various concepts and variables that related to this study, namely the concept of management information system and the types of management information system. The empirical review documented the results of closely related studies. This study's empirical review is structured under three headings, which were consistent to the research objectives, namely manpower challenges of management information system, infrastructural challenges of management information system, and technological challenges of management information system. Finally, the conceptual framework showed the researcher's idea on how this study was explored.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This chapter presents a description of how the whole research process was carried out. It focuses on the key methods and areas that were used in conducting the study such as the research approach, study design, study area, population, sample and sampling techniques, research instruments, data collection method, data analysis methods and ethical consideration.

#### Research Approach

Yates (2004) asserted that there are two main approaches to conducting research namely, quantitative and qualitative approach. This study used a quantitative approach. Quantitative research has been defined by Burns and Grove (2005) as a formal, objective, systematic process to describe and test relationships and examines cause and effect interactions among variables. This approach is mostly employed in the natural sciences and based on information that can be measured numerically. According to Eldabi, Irani and Love (2002) quantitative approach is a logical and linear structure in which hypotheses take the form of expectations about likely causal links between the constituent variables stated in the hypotheses, therefore leading to the rejection or acceptance of the theoretical proposition. Quantitative research techniques are employed for this study given the nature and interactions between the variables examined as well as the need to test hypotheses.

#### Research Design

The research design selected for the study is a descriptive survey. According to Gay, Mills and Airasian (2011), a descriptive survey design

involves the collection of data to answer questions concerning the current status of the subject of the study. The design reports the way things are. This design is deemed appropriate as an attempt was made to describe the existing situation by asking respondents to complete questionnaires in order to obtain data to draw meaningful conclusions. Fraenkel and Wallen (2000) identified two difficulties associated with the design. They include the difficulty of ensuring that items to be responded to are very clear, getting respondents to respond to the items thoughtfully and honestly; and the difficulty in getting enough questionnaires completed and returned. Despite the difficulties, the major advantage of this design is that it has the potential of providing a lot of information from a large sample of individuals. Necessary measures such as obtaining the validity of the instruments and direct instrumentation were taken in order to minimize the difficulties mentioned above.

### **Study Area**

The study was conducted in the Compassion International, Ghana. Compassion International, Ghana is a worldwide ministry in which millions of children reap the benefits of one man's clear, God-given vision. Compassion is global, reflecting the beautiful diversity of God's kingdom. They are collaborative, depending on teamwork and partnership, inclusive and accepting of others. In terms of its structure, the Compassion International, Ghana by far has one of the equitable HRM systems in place. With a structure that can pass as a matrix organisational structure, the company has a governing board of directors (Management Committee) - composed of ministerial representatives one of whom serves as the chairperson. In addition, the board has institutional stakeholders', a workers' representative and, an Executive Director of the Unit

all under the management team. Thus, the study area is very reliable in achieving the aim of the research.

### **Population**

Trochim (2000) describes a research population as a group that the researcher wants to generalise from and the sample as the group of people that are selected to be in the study. Population is a group of people or objects from which the sample for statistical measurement is going to be taken. In the context of this study, the population of the study comprises of all the management employees of Compassion International, Ghana in Accra. Only management selected staffs of Compassion International, Ghana in Accra were sampled for this study. According to the Human Resource management of Compassion International Ghana, two hundred (200) staff are with the head office of Compassion International, Ghana. The study concentrated on the national headquarters, Accra because it is estimated that it has a total population of two hundred (200) workers.

### **Sample Size and Sampling Technique**

Sekaran (2000) defined a sample as a sub-set of the population in question and comprises a selection of members from that particular population. The definition of the sample is of vital importance as the results of an investigation are not trustworthy more than the quality of the population or representation of the sample. The targeted population for this study is the management staff of the organisation and due to the small number of the population, census method was used.

The use of census is based on the argument made by Israel, (1992), who asserted that although there are several approaches to determining the sample

size, one best way is to use the entire population as the sample. From the point of view of Israel, (1992), although cost considerations make this impossible for large populations, a census is attractive for small populations (e.g., 200 or less). A census eliminates sampling error and provides data on all the individuals in the population. In addition, some costs such as questionnaire design and developing the sampling frame are "fixed," that is, they will be the same for samples of 50 or 200. Finally, virtually the entire population would have to be sampled in small populations to achieve a desirable level of precision. Therefore the total population of 200 was used as the sample size.

#### **Data Collection Instrument**

The instrument used for data collection was a self-administered questionnaire which was distributed to the target population and collected after two weeks. Questionnaire is a set of questions with a definite purpose designed for a target group of people to be administered by themselves within a particular time frame. According to Plano and Badiee, (2010), questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs. However, Creswell and Plano (2011) emphasize that questionnaire lacks flexibility in that once a questionnaire has been designed and distributed out it becomes difficult to change the categories of data collected. Questionnaire was selected for this kind of study, because it is a self-reported measure which guarantees confidentiality and therefore it is more likely to elicit truthful response with regard to the information required from the respondents.

The questionnaire was composed in a brief and appropriate language to avoid ambiguity and to attract respondent's interest. The survey contained a



number of items related to the three components of the study, namely; manpower challenges, infrastructural challenges and technological challenges of computerized management information systems. The set of questionnaires designed for respondents was divided into two sections, namely: sections A and B. The items in section A of the questionnaire collected data on the background of respondents. Also, section B sought to unearth the manpower challenges, infrastructural challenges and technological challenges of computerized management information systems. Information about the demographic data of the participants is gathered from the multiple-choice questions (closed), which just required that the right answers be ticked by the respondents. The main part of the questionnaire, which concerns the objectives of the thesis, consisted of likert-scale questions.

These questions help to ascertain how strongly the respondents agreed with a particular statement. Convenience sampling technique was used to distribute questionnaires. A four-point likert-scale was used with 1 representing likely through to 4 representing very likely. The questionnaires were personally distributed to respondents working in the organisation.

### **Pre-Testing**

The questionnaire was pretested to ensure clarity and information validity prior to them being administered (Strauss & Corbin, 2007). The objective of the pilot study was mainly to pre-test the questionnaire on a representative sample and to use the feedback from the pilot study to refine the questionnaire for the main research. The questionnaire was pretested on 20 respondents drawn from world vision international which is one of the non-profit organisations with the agenda to serve the disadvantaged within localities

in Ghana and beyond. In choosing this organisation for pretesting, the researcher used convenience sampling which means that any employee available at that particular time was asked to answer the questionnaire. After pretesting, the questionnaires were found to be appropriate as there was no need to revise any of the questions.

### **Validity**

Validity in research simply means the extent to which instruments (questionnaires or structured interview schedules) measure what they intend to measure. In other words, validity means to what extent that the selected tool measures the intended research objectives (Bowling, 2009). In the context of this study, several strategies were undertaken to validate and refine the content of the questionnaire. To address the face validity, the experts like my supervisor painstakingly read the questionnaires and the appropriate corrections were made before it was given out.

Experts' responses were dichotomous (clear/unclear), or according to relevancy (not relevant, somewhat relevant, quite relevant, and highly relevant). All efforts were taken to consider all the contributions of my supervisor and the suggestions whether addition or dropping certain items from the questionnaire. Many items of domains and sub-domains were manipulated and reconstructed with minor language adjustments to enhance clarity, and to be assured that the instrument is entirely applicable and understandable.

### **Reliability**

Reliability refers to the extent to which the application of a scale produces consistent results if repeated measures are taken. It can be achieved when keeping results at a consistent level despite changing of time and place

(Bowling, 2009). Internal consistency comprises testing the homogeneity that assesses the extent to which personal items are inter-correlated, and the extent to which they correlate with overall scale findings and this can be performed by using Cronbach's alpha test (Polit & Beck 2008). In terms of observation, reliability of observation refers to the consistency of observation in which the observers reached to the same inferences or activities of intra-observation (one observation at different time) and inter-observation reliability (more than one observer) (Polit & Beck 2008).

The Cronbach's coefficient alpha ( $\alpha$ ) was used in this study to determine the reliability of items in the questionnaire. Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability. The value of Cronbach's alpha ranged from 0 to 1. It is worthy to note that, the closer the value of  $\alpha$  to 1, the better its reliability. An alpha coefficient of 0.70 or higher indicated that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, et al. 2005).

### **Results of the Cronbach's alpha**

As said earlier, in order to measure the reliability of the gathered data, Cronbach's alpha was used. Table 1 shows Cronbach's alpha of all indicators.

**Table 1: Reliability of Scales and Cronbach's Alpha of Study Variables**

Variable	Items Retained	Cronbach's Alpha
Manpower Challenges	8	0.749
Infrastructural Challenges	8	0.834
Technological Challenges	8	0.773

Source: Field survey (2020)

The Table 1 above provides the values of Cronbach's alpha for all the variables. It appears from the table that the values of Cronbach's alpha range between 0.749 and 0.834. These values are all equal or well above the minimum value of 0.70. Thus, it can be concluded that the measures have an acceptable level of reliability.

#### **Data Collection Procedure**

An introductory letter from the Department of Management, School of Business, UCC was obtained to prove the authenticity of this research work. The copy of the introductory letter was given to the Manager of Compassion International, Ghana to seek their audience in order to conduct the research in their institutions. Also copies of the introductory letter were given to all the respondents alongside participants consent form for permission to invite participants who fall within the domain of the study area to participate in the study. The essence was to enable the participants to familiarise themselves with the issues for discussion. The purpose of the study was explained to the participants and they were also encouraged to participate and respond to the questions.

Nsowah-Nuamah (2005) remarked that the goal of explaining the purpose of the study to the respondents is to obtain meaningful responses that would help in the decision-making process. After explaining the rationale for the study to them, a convenient date and time were set for the collection of the questionnaires from the respondents.

### Response Rate

In this study, the population size was one hundred and ninety (190) management employees and due to the small number of the population the same number was used for the sample size. This means that a total of 200 questionnaires were issued from which 200 were filled and returned which represents a response rate of 100%. This means all the questionnaires were answered and returned as shown in Table 2.

**Table 2: Response Rate**

Questionnaire	Count	Percentage (%)
Returned	200	100
Non-Returned	0	0
<b>Total</b>	<b>200</b>	<b>100</b>

Source: Field survey (2020)

The 100% return rate was considered to be satisfactory based on Mugenda and Mugenda (2008) who opined that a response rate of 50% is enough for analysis and reporting; a rate of (60%) is good and a response rate of (70%) and over is excellent. The high response rate was attributed to the fact that the researcher had contacts in the study area that facilitated in the data collection process. Besides, the researcher personally administered the

questionnaires and also made a lot of efforts to make many follow-up calls to clarify queries with the intention to boost the high response rate.

### **Data Processing and Analysis**

Data processing and analysis operations carried out included data editing, cleaning and classification. Data editing cleaning is the examination of the collected data to detect omissions and errors and to correct them whenever possible. Data classification is the arranging of the collected data in classes or groups with common characteristics. Similar data was then tabulated before further analysis was conducted. The tabulated data were then analysed using quantitative techniques. Descriptive statistics were used for the analysis of the collected data which included parameters such as measures of central tendencies and the measure of dispersion.

The responses from the questionnaires were then edited, coded using Statistical Package for Social Science (SPSS) version 22.0 for processing. This statistical software is recommended for use in studies in social sciences (De Vaus & de Vaus, 2013). In analysing the data, categories were identified and put into themes for presentation and discussion. Both inferential statistics and descriptive statistics were computed. In terms of all the objectives, the results were analysed using mean and standard deviation to assess the manpower challenges in computerized management information systems, technological challenges and finally on the infrastructural challenges at Compassion International Ghana in Accra, Ghana.

The results were presented using tables. The quantitative data collected was organized in accordance with the research questions. The responses received from the respondents were initially tabulated according to five Likert-



Scale (options) contained in the questionnaire. These scales were 1 – Likely through to 5 – Very likely.

### **Ethical Considerations**

Bless and Higson Smith (2000), state the main rules of data collection as: a) voluntary participation b) the right to privacy c) Freedom and d) Anonymity e) Confidentiality. All these ethical rules have been met in this research study. The study ensured that informed consent of the participants in the study was obtained. Participant's privacy, confidentiality and anonymity were guaranteed through the researchers' permission letter, consent form and covering letter provided.

As indicated by Punch (2000), all social research involve consent, access and associated ethical issues, since it is based on data from people about people. There are five human rights that require protection in research: “the right to self-determination, the right to privacy, the right to anonymity and confidentiality, the right to fair treatment, and the right to protection from discomfort and harm” (Burns & Grove, 2009). The appropriate actions were taken to protect the human rights of the participants in this study.

### **Chapter Summary**

The purpose of this chapter was to describe the methods used in achieving the aim of this study. So far it has been noted that for data collection and analysis, a quantitative method which involves structured questionnaire has been used. There has also been significant background information regarding the study context of Compassion International Ghana and the way the data were collected and analysed. Ethical consideration of the study has also been revealed.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter analyses data on the assessment of the challenges of management information system at Compassion International Ghana. The data for these analyses were obtained through the administration of questionnaires. Based on the main research goal, this chapter reflects on the core research objectives as outlined in chapter One. The first section discusses the demographic background of respondents while the second section discusses the results of the research objectives.

#### Demographic Background Information on the Study Respondents

For the purposes of understanding the socio-demographic features of the respondents, the first section of the questionnaires was designed in such a way that the respondents could provide answers relating to their backgrounds. After analysing their answers, the information that was obtained had been summarized and shown in Table 3.

**Table 3: The Results of the Demographic Features of the Respondents**

Variable		Frequency	Percent (%)
<b>Sex</b>	Male	103	58.9
	Female	72	41.1
<b>Age</b>	21-30	28	16.0
	31-40	75	42.9
	41-50	53	30.3
	51 and above	19	10.9
<b>Education Levels</b>	SHS	28	16.0
	Diploma	36	20.6
	1 <sup>st</sup> Degree	43	24.6
	2 <sup>nd</sup> Degree	81	46.3
	Professional	15	8.6
<b>Staff Ranking</b>	Junior Staff	104	59.4
	Senior Staff	71	40.6
<b>Experience</b>	1-5 years	23	13.1
	6-10 years	84	48
	11-15 years	21	12
	16 years and above	47	26.9
<b>Total</b>		<b>200</b>	<b>100</b>

Source: Field Survey (2020)

Table 3 clearly illustrates that there were more male participants than their females’ counterparts in this survey. More than half of the respondents (58.9%) were males while the remaining respondents, despite the fact that the

females were 41.1%. This implies that a lot of males are employed in the service which is not surprising considering the gender inequality in terms of employment in the country. On the age distribution of the respondents, it was found out that the majority of the respondents (75) are between the age of 31 and 40 years representing about (42.9%). This higher percentage of young staff gives a positive impression that there are more young staff in the service. This could mean that the organisation is of interest to the young adults and for that matter attracting more young people with potentials and ideas.

Again, the table shows that 28 respondents representing (16.0%) were between 21 to 30 years which implies that in the service, majority of the respondents are in their youthful age and that the institution can be thought of a lot of potentials in terms of development in the future. In addition, 53 of the respondents representing (30.3%) were between the ages 41 to 50 years followed by 19 respondents above 51 representing (10.9%) in the service. This implies that relatively a small percentage number of employees are approaching the retirement age.

With the educational levels of the employees, it was also realized that 28 respondents representing (16%) had senior high school education from various fields, while 36 respondents representing (20.6%) had diploma education. Also, with regards to first-degree, 43 of them representing (24.6%) were found to be in this category. However, a large percentage number of the staff had second degree. With this category of staff, a total of 81 representing 46.3% were the second-degree holders. Finally, 15 employees (8.6%) had professional education. From the table it is realized that most workers in the institution consider education as important to the growth of the country.

It can also be seen from the table that majority of respondents, that is, 104 representing (59.4%) of the sampled population were in junior staff positions, whilst 71 respondents representing (40.6%) of the population were in senior staff positions. This implies that majority of officers' fall within the junior officers' positions in the institutions. In terms of the how long each employee has worked in the organisation, it was found that most of them had fell within 6 to 10 years. Within these years, 84 (48.0%) has worked within them, while 23 (13.1%) has worked within the years of 1-5. This is followed by those who have worked for more than 16 years with a total number of 47 (26.9%). Lastly those who have worked between 11 and 15 years make up 21 (12.0%).

### **Findings of the Study**

This section presents results and analysis based on the three key questions of this study. The descriptive survey statistics was used in analysing the data. As it has been indicated in the methods, the design of this research is descriptive and adopts a quantitative method. The results and analysis are presented chronologically based on the stated objectives of this study.

**Research Objective One: To ascertain the manpower challenges of management information system at Compassion International Ghana.**

The researcher sought to determine the manpower challenges of management information system at Compassion International Ghana. Descriptive statistics were used to analyse responses from the respondents. This question was posed on a four-point Likert scale, with 1 being Strongly disagreed, 2 = Disagreed, 3 = Agreed and 4 = Strongly agreed. The responses were measured on a four-point likert scale such that a variable that records a

mean less than 2.5 is declared to be unsupported and a variable with mean greater than 2.5 is declared to be supported as used in previous studies (Ackon, 2018; Dogbe, 2018; Koomson, 2017). The results are represented in the Table 4 below.

**Table 4: Descriptive Statistical Results of manpower challenges of management information system**

	N	Min	Max	Mean	S.D
The introduction of Management Information Systems requires a new breed of special skills in its operations	200	1	4	3.09	1.002
Management Information Systems has brought about insecurities among the employees at Compassion	200	1	4	2.88	1.112
Management Information Systems has led to additional cost of recruiting new employees	200	1	4	3.01	1.091
A Management Information System training program must be organised regularly for the employees regularly	200	1	4	3.04	1.131
Management Information System may be costly in training new staff	200	1	4	3.01	0.847
Compassion International Ghana does not have the required manpower resources for a management information system	200	1	4	3.08	0.901
Compassion International Ghana manpower resources are mostly used to the old management information system	200	1	4	2.79	1.115

Source: Field survey (2020)

As presented in Table 4 above, most respondents strongly agreed that the most challenging manpower challenge of management information system has been that, the introduction of Management Information Systems requires a new breed of special skills in its operations (Mean=3.09, SD=1.002). The next management information system challenge which the majority of respondents strongly agreed was that Compassion International Ghana does not have the required manpower resources for a management information system (Mean=3.08, SD=0.901). This was followed by Management Information System training program must be organised regularly for the employees regularly (Mean=3.04, SD 1.131); Management Information Systems has led to additional cost of recruiting new employees (Mean=3.01, SD=1.019) and Management Information System may be costly in training new staff (Mean=3.01, SD=0.947). However, some of the respondents also reasonably agreed that Management Information Systems has brought about securities among the employees at Compassion International Ghana (Mean=2.88, SD=1.112), followed monitors and controls information management and retrieval systems (Mean=2.97, SD=1.090). The least unpopular was Compassion International Ghana manpower resources are mostly used to the old management information system (Mean=2.79, SD=1.115).

The results depict that Compassion International Ghana has management information system manpower challenges which prevents several organisations or institutions to transit from the old traditional system to the paperless system. This is in line with the assertion made by Tonye, Kouambeng, Wounang and Vounatsou (2018) that manpower challenges of management information system has become one of the major setback for industries and



organisations to adopt to management information system. They consider the necessary training requirements needed to equip the labour force with the necessary skills to adopt to management information systems. The rising fear of employees losing their job due to these new adaptations has also caused an increase in job insecurities and hence demoralizes employees within organisations proposing to move to management information system platforms. Also, Avgerou (2019) which states that, generally information system management must be guided by some level of confidentiality, proper maintenance, security, preservation of the content and context of which the labour force plays an important role. Kanzi (2010) also confirmed the assertion which states that MIS staff should be trained to equip them with the necessary skills to carry out their functions properly of which lower and moderate class organisations are not willing to bear such responsibilities.

The results imply that MIS manpower challenges should be given much attention in various organisations to ensure the success of the system as confirmed by the assertion made by Tonye, Kouambeng, Wounang and Vounatsou (2018) that for a sound management information system to take place, there should be readiness of the workforce within the organisation to engage such systems towards the entire success of the system to facilitate effectiveness and efficiency. Again, it is the duty of the workforce within the organisation to manipulate the information system within the organisation to meet organisational goals and objectives. Failure on the part of the workforce may cause a higher tendency in the failure of the information system for efficiency and effectiveness in line with organisation goals and objectives.



**Research Objective Two: To ascertain the infrastructural challenges of management information system at Compassion International Ghana.**

The researcher sought to determine the infrastructural challenges of management information system at Compassion International Ghana. Descriptive statistics were used to analyse responses from the respondents. This question was posed on a four-point Likert scale, with 1 being Strongly disagreed, 2 = Disagreed, 3 = Agreed and 4 = Strongly agreed. The responses were measured on a four-point likert scale such that a variable that records a mean less than 2.5 is declared to be unsupported and a variable with mean greater than 2.5 is declared to be supported as used in previous studies (Ackon, 2018; Dogbe, 2018; Koomson, 2017). The results are represented in the Table 5 below.

**Table 5: Descriptive Statistical Results of infrastructural challenges of management information system**

	N	Min	Max	Mean	S. D
There is a challenge of information system data to fit into the new environment structures.	200	1	4	3.41	0.771
Insufficient space for the management information system structures at Compassion International Ghana	200	1	4	2.89	1.063

New infrastructures for the system	200	1	4	3.11	1.005
maybe costly for the organisation to bear					
Movement from the information systems into the management information system may require a longer period of time	200	1	4	3.04	1.003
Management information infrastructures may require special features which maybe complex	200	1	4	3.01	1.011
Employees may resist this new infrastructure of the management information system at Compassion International Ghana	200	1	4	3.18	1.005
Management information systems are complex in nature	200	1	4	3.02	1.141

Source: Field Survey (2020)

As presented in Table 5 above, a majority of respondents strongly agreed that the most challenging problem associated with infrastructural challenges of management information system at Compassion International Ghana has been the challenge of information system data to fit into the new environment structures. (Mean = 3.41, SD = 0.771). The next infrastructural challenge of MIS which the majority of respondents strongly agreed was that employees' may resist this new infrastructure of the management information system at Compassion International Ghana (Mean= 3.18, SD=1.005). This was followed

by; new infrastructures for the system maybe costly for the organisation to bear (Mean=3.11, SD 1.005); movement from the information systems into the management information system may require a longer period of time (Mean=3.04, SD=1.003) and management information systems are complex in nature (Mean=3.02, SD=1.141). However, some of the respondents also reasonably agreed that another infrastructural challenge of MIS had been that, management information infrastructures may require special features which maybe complex (Mean=3.01, SD= 1.011). The least unpopular infrastructural challenge of MIS was insufficient space for the management information system structures at Compassion International Ghana (Mean=2.89, SD=1.063).

The effectiveness and efficiency of Management Information Systems within the context of Compassion International Ghana, formed one of the basic categorical challenges of the study. This implies that management information system infrastructural challenges hold a higher rate of influence to facilitate the success or failure of the management information system within Compassion International Ghana. In fact, it is central in the administration of institutions of manufacturing because it provides the facilities to document the planning and implementation of appropriate course of activities allowing proper monitoring of work. The findings of this study confirm and are supported by loads of findings with respect to studies conducted in terms of the challenges of management information systems in an organisation. Lacity (2018) and Haseeb, Hussain, Ślusarczyk and Jermittiparsert (2019) asserted that MIS infrastructural challenges has grown over the years since its inception and has gained much attention which should therefore be sought out to ensure the success of the management information system.

The result indicates that the infrastructural challenge with information system management maybe for the data to fit into the new environmental structures. This new adaptation for data fit within new infrastructural challenge maybe an adherence due to the length of period it may take for such transition within the organisation. This agrees with the statement made by Aanestad, Grisot, Hanseth, and Vassilakopoulou (2017), one of the major challenge regarding the transition of organisations unto the management information system platform maybe as a result of infrastructure and space with reference to the long term period of its sustenance. The result confirms that proper information system management maintains corporate and institutional memory. This agrees with Langemo (1995) assertion that a new infrastructure for the system maybe costly for the organisation to bear. It is also in line with Hounsome (2001) statement that employees may resist this new infrastructure of the management information system at Compassion International Ghana. It can be seen that infrastructural management information system challenges need to be paid much attention to in order to facilitate its' success within the organisation.

As concluded by Van de Wetering, Versendaal and Walraven (2018), MIS infrastructural challenge serves as a major hindrance to the overall efficiency and effectiveness of the management information system within the organisation. These if regarded must facilitate and look out for these; new infrastructures for the system maybe costly for the organisation to bear; movement from the information systems into the management information system may require a longer period of time and management information systems are in its complex in nature.

**Research Objective Three: To ascertain the technological challenges of management information system at Compassion International Ghana.**

The researcher sought to determine the technological challenges of management information system at Compassion International Ghana. Descriptive statistics were used to analyse responses from the respondents. This question was posed on a four-point Likert scale, with 1 being Strongly disagreed, 2 = Disagreed, 3 = Agreed and 4 = Strongly agreed. The responses were measured on a four-point likert scale such that a variable that records a mean less than 2.5 is declared to be unsupported and a variable with mean greater than 2.5 is declared to be supported as used in previous studies (Ackon, 2018; Dogbe, 2018; Koomson, 2017). The results are represented in the Table 6 below.

**Table 6: Descriptive Statistical Results of technological challenges of management information system**

	N	Min	Max	Mean	S. D.
Improper management information system will result in a challenge in retrieving office documents from the system	200	1	4	3.07	1.011
Lack of proper security for management information system affects the information management practices at the organization.	200	1	4	2.86	1.001
Lack of professionally trained Management Information System	200	1	4	3.01	1.114

managers contribute to problems of information system management					
Inadequate resources to facilitate the improvement Management Information System due to technological advancements	200	1	4	3.02	1.043
Management Information System may lead to a higher level of risk and fraud especially due to technology	200	1	4	3.00	0.908
Implementation of management information systems requires a pretty good amount of cost	200	1	4	2.81	1.072

Source: Field Survey (2020)

As presented in Table 6 above, most respondents strongly agreed that the most important technological challenge of management information system at Compassion International Ghana has been improper management information system will result in a challenge in retrieving office documents from the system (Mean=3.07, SD=1.011). The next challenge which many respondents strongly agreed was inadequate resources to facilitate the improvement Management Information System due to technological advancements (Mean=3.02, SD=1.043). This was followed by lack of professionally trained Management Information System managers contribute to problems of information system management (Mean=3.01, SD 1.144) and Management Information System may lead to a higher level of risk and fraud especially due to technology (Mean=3.00, SD=0.908). However, some of the respondents also reasonably



agreed that the organisation lack of proper security for management information system affects the information management practices at the organization (Mean=2.86, SD=1.001) is a challenge. The least unpopular was the implementation of management information systems requires a pretty good amount of cost (Mean=2.81, SD=1.072).

The final research objective was to determine the technological challenges of Management Information Systems at Compassion International Ghana. The use of MIS posed certain limitations to the organisation's operation by most of the employees at Compassion International Ghana. This agree with studies by Igoudala (1998) and Afolabi (1999) that personnel who maintain the registry systems with filing cabinets containing the paper evidence of business are inadequate and in fact ignorant of their responsibilities, insufficient and experience record management personnel. Also, Burns, Ferris and Liatsopoulos (2009) identified the following technological challenges of Management Information Systems in the African context: problem associated with the colonial administrators' failure to create an appropriate record/information management scheme; lack of funding, old and insufficient infrastructure, lack of staff with appropriate training on digital divide. This implied that until these technological issues are addressed appropriately no significant impact will be made in Africa in terms of development since effective information management is an integral part of any country's rebuilding process.

Likewise, Otopah and Dadzie (2013) in their study confirmed that Management Information Systems pose some limitations and to organisations and among the major drawbacks were inadequate skills, information fragmentation, inappropriate habits, and imperfect memory. These aspects



when improved, would enhance the effectiveness of students' PIM practices tremendously. Finally, Opoku and Enu-Kwesi (2017) established that more organisations in Ghana have information management strategy and policies which guide their operations, as evident in the presence of departments and staff responsible for information management, and databases. However, in general, heads of information management departments were not part of strategic management teams, while more of the organisations use a manual approach in handling their information issues.

The findings acknowledged the existence of manpower management information system challenges, infrastructural management information system challenges and technological management information system challenges in the organisation, however the existence of these challenges and hence posing certain hindrances to the efficiency of the organisation's operations. The result shows that the information management programmes are faced with many problems cutting across all the processes namely, creating, storing, processing and distribution. The outcome of the study reiterates the need for policies and strategies in information management to ensure effective performance.

### **Chapter Summary**

This chapter has analysed data on the assessment of manpower management information system challenges, infrastructural management information system challenges and technological management information system challenges at Compassion International Ghana. The data for these analyses were obtained through the administration of questionnaires. Based on the main research goal, this chapter has found that various manpower management information system challenges, infrastructural management

information system challenges and technological management information system challenges had great influence on the success of Management Information Systems which had to remedied.



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### Introduction

This chapter presents summary of the research study and its findings. It first looks at the study summary followed by the findings' summary conclusions and recommendations. The implications of the areas for further research are also highlighted. The following research questions are considered to give the study direction:

- 1) What are the manpower challenges of management information system at Compassion International Ghana?
- 2) What are the infrastructural challenges of management information system at Compassion International Ghana?
- 3) What are the technological challenges of management information system at Compassion International Ghana?

#### Summary of the Study

The main aim of this study was to examine the challenges of management information system at Compassion International Ghana at Accra in the Greater Accra Region of Ghana. The specific objectives of the study were to: ascertain the manpower challenges of management information system at Compassion International Ghana, to assess the infrastructural challenges of management information system at Compassion International Ghana, and finally to examine the technological challenges of management information system at Compassion International Ghana, Head Office, Accra. The study was based on the views of 200 employees from the study area. A self-administered questionnaire was the main research instrument. The questionnaire contained

several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 4 to 1 where 4 stands for Strongly Agreed, 3 is Agreed, 2 is Disagreed and 1, Strongly Disagreed.

### **Key Findings**

The results from the survey were analysed with the help of the Statistical Package for the Social Sciences (SPSS 22.0 version) software. The major findings as they related to the specific objectives of the study have been summarized as follows. Demographically, in conformity to most Africa public sector gender composition, most of respondents who were workers were more as compared to their female counterparts. Most respondents were also found to belong to the lower level management, junior staff as compared to the senior ones. It was also established that most respondents have worked in the organisation between 6 and 10 years followed by those having worked for between 11 to 15 years. In addition, it was noted that, a majority, of respondents have attained master's level degree and in terms of age, majority has the age fallen between 31-40.

The first research objective of the study sought to ascertain the manpower challenges of management information system at Compassion International Ghana. Respondents were asked to indicate their level of agreement on the manpower challenges of MIS that they find relevant in relation to their organisation. Results indicated that most respondents strongly agreed that the introduction of Management Information Systems requires a new breed of special skills in its operations at Compassion International Ghana. The next manpower challenge of MIS practice which the majority of respondents strongly agreed was that Compassion International Ghana does not have the

required manpower resources for a management information system. This was followed by Management Information System training program must be organised regularly for the employees regularly, Management Information Systems has led to additional cost of recruiting new employees and Management Information System may be costly in training new staff. However, the least unpopular manpower challenge of MIS was that, Compassion International Ghana manpower resources are mostly used to the old management information system, and monitors and controls information management and retrieval systems.

The study also sought to assess the infrastructural challenges of management information system at Compassion International Ghana. Respondents were required to indicate how strongly they agree or disagree with the infrastructural challenges of MIS at Compassion International Ghana. Results showed that most challenging problem associated with infrastructural challenges of management information system at Compassion International Ghana has been the challenge of information system data to fit into the new environment structures. The next infrastructural challenge of MIS which the majority of respondents strongly agreed was that employees' may resist this new infrastructure of the management information system at Compassion International Ghana and this was followed by; new infrastructures for the system maybe costly for the organisation to bear, movement from the information systems into the management information system may require a longer period of time and management information systems are complex in nature. However, the least unpopular infrastructural challenge of MIS had been that, management information infrastructures may require special features

which maybe complex and insufficient space for the management information system structures at Compassion International Ghana.

The last research objective of the study sought to examine the technological challenges of management information system at Compassion International Ghana. The results showed that the most serious technological challenge of management information system at Compassion International Ghana has been improper management information system will result in a challenge in retrieving office documents from the system. The next challenge which many respondents strongly agreed was inadequate resources to facilitate the improvement Management Information System due to technological advancements. This was followed by lack of professionally trained Management Information System managers contribute to problems of information system management and Management Information System may lead to a higher level of risk and fraud especially due to technology. However, the least unpopular ones lack of proper security for management information system affects the information management practices at the organization and the implementation of management information systems requires a pretty good amount of cost.

### **Conclusion**

From the findings, it can be concluded that Compassion International Ghana emulates all the three various categorical challenges of Management Information System. The implication here is that management information systems are inextricably entwined with increased transparency, accountability, and good governance however could be hindered by these challenges. It also became apparent that fraud cannot be proven, meaningful audits cannot be carried out and government actions are not open to review when information



system are not well managed. Management Information Systems provide verifiable evidence of fraud and can lead investigators to the root cause of corruption. Good information system management is therefore at the centre of increased accountability and good governance, it is one of the best weapons in fighting corruption, it plays a vital role in the advancement of human rights and contributes towards ensuring sound financial management but however, when these identifiable challenges are ignored may prove to be of no importance or value to various organisations and institutions. Management information systems should therefore be managed in the same manner that the other organisational resources, such as finance and staff, are managed.

Furthermore, the discussion has revealed that carefully managed information system where these challenges are given much attention is not a choice, but compulsory as it is regulated by organisations. Advocating the management of information systems as an organisational and societal benefit is therefore not an activity to be taken for granted. Ignorance on challenges of management information systems can have adverse effects to Compassion International Ghana performance and can drain financial resources, and that will ultimately affect service delivery. More importantly, those responsible for making Management Information Systems activities should have adequate information upon which to base their decisions.

### **Recommendations**

In view of the findings, the study suggests that much attention should be laid on addressing Management Information System challenges so that its criteria quality should not be compromised. Information system management functions should be incorporated into the organization-wide strategic planning



initiatives. Most importantly, management of Compassion International Ghana should be incorporate their cause of dealings with management information systems and function to ensure its effectiveness and should be incorporated into their performance management targets. The recommendations of the study are as follows:

The study reveals the manpower challenges of management information system at Compassion International Ghana, the infrastructural challenges of management information system at Compassion International Ghana, and finally the technological challenges of management information system at Compassion International Ghana, Head Office, Accra. The organization needs to devise mechanisms to remedy the identified challenges in order to increase the rate of success and efficiency of management information systems within the organisation. This could be done by equipping managers and workers with the necessary information and skills needed or required to manipulate the information management systems within the organisation to meet organisational goals. This could be attained by organising training sessions for employees and as well as preparing the organisation in terms of infrastructure and technology wise in such prospects.

It is therefore necessary for the Compassion International Ghana to train their information system management staff to have a qualification in information systems management. Workshops and seminars should be organized by the organisation to train staff on management information system practices. Furthermore, all the officials of Compassion International Ghana should be workshopped on the challenges of Management Information System and the Procedures to remedy and prepare themselves to minimise the influence

of these challenges on the activities of organisation objectives and goals. Also, there should be Management Information Systems Control Schedule to control and manage all the departments information and prevent unauthorized removal and destruction of information.

### **Suggestions for Further Studies**

Based on the findings and limitations in this research, several suggestions for further research are presented. Firstly, a further study may compare challenges of MIS of organisations in different sectors, such as the public and private. This will explore whether the sectorial characteristics differences cause any impact of the challenges of MIS on organisational performances. Secondly, the population sample could be extended to the whole of Compassion International in Ghana. In this way, better results could be obtained, and generalization of the study findings could be made with little or no reservation. Finally, it is recommended that in-depth research should be applied to the study of the challenges of Management Information Systems through the use of mixed method. In this way, the respondents could have more room to express their views in detail without any restrictions as compared to the one inherently imposed by quantitative method. With the qualitative method added, it will help the outcome to be more credible and reliable.

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**APPENDIX B: QUESTIONNAIRE**  
**UNIVERSITY OF CAPE COAST**  
**SCHOOL OF BUSINESS**  
**DEPARTMENT OF MANAGEMENT**

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Administration (General Management) programme at the School of Business, Department of Management. This questionnaire is designed to ascertain information for my research work on the topic: **“CHALLENGES OF COMPUTERISED MANAGEMENT INFORMATION SYSTEM AT COMPASSION INTERNATIONAL GHANA”**. This research is in partial fulfilment of the requirement for the award of a Master of Administration Degree in General Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

Raphael Asare-Mensah

## SECTION A

### SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, either tick [] or write short notes on the space provided where necessary.

1. Gender:

a. Female []

b. Male []

2. Educational level

a. SHS []

b. Diploma []

c. 1st Degree []

d. 2nd Degree []

e. Professional []

3. Staff ranking

a. Junior staff []

b. Senior staff []

4. Experience

a. 1-5 year []

b. 6-10 years []

c. 11-15 years []

d. 16 and above []



**SECTION B**  
**QUESTIONNAIRES ON CHALLENGES OF COMPUTERIZED**  
**MANAGEMENT INFORMATION SYSTEM PRACTICES**

The statements are about the assessment of challenges of computerized Management Information System at Compassion International Ghana. Please read each statement carefully and decide if you agree or disagree. If you have never agreed or ever agreed with the statement, kindly tick between 1 to 4, your level of agreement to these statements. 1 = Likely, 4 = Very Likely

**MANPOWER CHALLENGES OF COMPUTERISED MANAGEMENT INFORMATION SYSTEM**

Items	1	2	3	4
The introduction of Computerized Management Information Systems requires a new breed of special skills in its operations				
Computerized Management Information Systems has brought about insecurities among the employees at Compassion International Ghana				
Computerized Management Information Systems has led to additional cost of recruiting new employees				
A Computerized Management Information System training program must be organised regularly for the employees regularly				
Computerized Management Information System may be costly in training new staff				

Compassion International Ghana does not have the required manpower resources for a computerised management information system				
Compassion International Ghana manpower resources are mostly used to the old management information system				

**INFRASTRUCTURAL CHALLENGES OF COMPUTERISED MANAGEMENT INFORMATION SYSTEM**

<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
There is a challenge of information system data to fit into the new environment structures.				
Insufficient space for the computerised management information system structures at Compassion International Ghana				
New infrastructures for the system maybe costly for the organisation to bear				
Movement from the information systems into the computerized management information system may require a longer period of time				
Computerised management information infrastructures may require special features which maybe complex				
Employees may resist this new infrastructure of the computerised management information system at Compassion International Ghana				

Computerised management information systems are complex in nature				
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**TECHNOLOGICAL CHALLENGES OF COMPUTERISED MANAGEMENT INFORMATION SYSTEM**

<b>Items</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Improper computerised management information system will result in a challenge in retrieving office documents from the system				
Lack of proper security for computerised management information system affects the information management practices at the institution.				
Lack of professionally trained Management Information System managers contribute to problems of information system management				
Inadequate resources to facilitate the improvement Management Information System due to technological advancements				
Management Information System may lead to a higher level of risk and fraud especially due to technology				
Implementation of management information systems requires a pretty good amount of cost				

**THANK YOU**