Author’s response to reviews

Title: Human Resource Information System Implementation Readiness in the Ethiopian Health Sector: A cross-sectional study

Authors:

Eyilachew Dilu (deanudilu@gmail.com)

Measho Gebreslassie (measho2013@gmail.com)

Mihiretu Kebede (mihiretaabush@gmail.com)

Version: 1 Date: 03 Oct 2017

Author’s response to reviews:

Reviewer #1

This is an interesting paper that shows the factor that might impact the readiness for an HRIS deployment in one specific region of Ethiopia. It is always important to have an assessment previous to the HRIS deployment to understand where are the issues that need to be prioritised in the system roll-out. In this aspect the paper is important. It is however necessary to do a thorough English revision of the text. Below you'll find some corrections. Please revise it completely before sending for publication.

One suggestion for the title. I think it is too big. Maybe you could consider shortening it to: A Cross-sectional study of Human Resource Information System Implementation Readiness in Ethiopia.

In the methods section the authors already described which region the study was performed. I consider these details do not have to be in the title.

Response: Thank you for your very helpful suggestion. Indeed the title was too long. The second reviewer also suggested to revise the title. The title is changed to "Human Resource Information System Implementation Readiness in the Ethiopian Health Sector: A cross-sectional study”

References:

Please check the numbering of the references, since they are not number according to the order they appear on the text. Note that if you're using the Vancouver standard - and it looks like this was the option - please note that: "A number is allocated to a source in the order in which it is
cited in the text. If the source is referred". Please check this on-line manual: http://guides.lib.monash.edu/ld.php?content_id=14570618

Response: Thank you for raising this comment. We have revised the referencing. There were mistakes in citation styles and referencing.

Pg4.

Line 9 - the main Human Resource (HR) functions has been put
change to:
the main Human Resource (HR) functions have been put (maybe better to say are allocated)
Response: The word is now changed. Thank you for your suggestion.

line 15 - Projected estimates shows
Change to:
Projected estimates show (subject is plural)
Response: Corrected

line 17 Human Resource for Health (HRH) requirement
Change to:
Human Resource for Health (HRH) requirements (better use requirements since there are several requirements ..)
Response: Corrected, thank you.

Line 26 - challenges and factors that hinders from successful implementation
Change to:
challenges and factors that hinders a successful implementation
Response: Corrected, thank you.
Managers and stakeholders need to have positive influence to make individuals

Line 48: explore the implementation challenges and factors associated with readiness of implementation among employees

explore the challenges and factors associated with the readiness of the implementation among employees

Page 6

Line 20: … vice managers who; have greater than 3 months of work

…vice managers who had more than 3 months of work …

Line 24: .. Workers who were in their annual leave, sick leave, and during

Workers who were in their annual leave and /or sick leave during.

Line 57: .. check list were used
check lists were used
Response: Corrected per your suggestions.

Page 7
Line 6: Finally, observation checklist was used to supplement the quantitative data.
Change to:
Finally, an observation checklist was used to supplement the quantitative data.
Response: Corrected.

Question to the authors: this observation checklist was created based on what? Can you please describe its overall content?
Response: we have included the following statement to revise the manuscript

“The contents of this checklist include items helpful to observe HR infrastructure (electric power availability, availability of separate HR sections for HR core processes, fulfillment of the ergonomics of HR, availability of computer and its accessories) and availability of necessary office set ups“

Line 15: were assigned to collect the data with supportive supervision.
Change to:
… were assigned to collect the data under supervision from whom?? (who supervised them??).
Response: Thank you for your query. We have added this text to clarify data collection supervision. The entire data collection process was supervised by two data collection supervisors employed for the study

Line 18: Data Quality management
Change to:
Data Quality Management

Response: Corrected as suggested.

Line 21: .. Questionnaires were given for respondents in a way that they could give genuine responses.

Change to:
Questionnaires were given for respondents in a way that it could attract genuine responses.
Response: Corrected as suggested.

Line 23: Respondents were briefed concisely without losing the intended meaning

Change to:
Respondents were concisely briefed without losing the perspective of the intended objective of the questionnaire.
Response: Corrected.

Line 24: …. was simple to get the interest of respondents

Change to:
was simple enough to attract the respondents
Response: Corrected.

Line 25: Training was given to ten HIT data collectors for two days about how to collect data from respondents

change to:
a two-day training on how the date should be collected was given to 10 HIT.
Response: Corrected.
Frequent supervisions on the data collection process to ensure the completeness; consistency of the gathered information and errors found during the process were corrected.

Who made these supervisions?? Please explain that in the text.

Response: The entire data collection process was supervised by two data collection supervisors employed for the study

Data processing and analysis

Change to:

Data Processing and Analysis

Response: Corrected.

The data were entered …

Response: Corrected.

Page 8:

A total of 16 key informants participated in the in-depth interview of hospital managers

Response: Corrected.

have electric power access

Change to:

had electric power access
Majority of the respondents 193(78.5%) were observed having 1-3 computers in their HR department.

Change to:

The majority of the respondents 193(78.5%) had at least 1 to 3 computers in their HR department.

Response: Corrected.

Majority of the respondents, 220(89.4%), had no personal computer for themselves. Internet and network access were not available for, 197(72.8%), respondents

change to:

The majority of the respondents, 220(89.4%), had no personal computer for themselves. Internet and network access was not available for, 197(72.8%), respondents

Response: Corrected.

.. reported that they do not have anyone..

change to:

reported that they did not have anyone …

Response: Corrected.

Line 6: … to deal with malfunctions of the computers (Table 2).

Change to:
…. to deal with its malfunctions (Table 2).
Response: Corrected.

Line 22:
The only employees that has their …
Change to:
The only employees that have their …. 
Response: Corrected.

Line 28:
During observation sessions …
Change to:
During the observation sessions..
Response: Corrected.

Line 29:
… have small size offices and uncomfortable office …
change to:
had small and uncomfortable offices …. 
Response: Corrected.

Line 31:
… have no separate room for HR section ..
change to:
… had no separate room for HR section …
Response: Corrected.

Line 46:
…. computers were comfortable to use HRIS

change to:
…computers were suitable to use HRIS

Response: Corrected.

Line 46: it was being comfortable

Change to:

it was adequate ..

Response: Corrected.

Line 49:
will be comfortable

change to:

was user-friendly

Response: Corrected.

Line 49:
While 127(51.6%) also expect

Change to:

In addition to that, 127(51.6%) also expected

Response: Corrected.
Line 14: Of the total respondents about their perceived knowledge of HRIS, 154 (62.6%) did not know the modules of HRIS, 138 (43.9%) didn't know the advantages of HRIS.

change to:

Regarding the perceived knowledge about the HRIS, 154 (62.6%) reported they did not know the HRIS modules, while 138 (43.9%) didn't know the advantages of using HRIS.

Response: Corrected.

Line 15:

When we see the respondents' basic computer skill 100 (40.7%) had no the skill

Change to:

When the see the respondents' basic computer skills are analyzed, 100 (40.7%) of them reported they had no skill at all.

Response: Corrected.

Line 17:

Of the respondents 179 (72.8%) and 195 (79.3%) couldn't install and configure HRIS software respectively if they are given to do so.

Change to:

Regarding the ability to install and configure HRIS, 179 (72.8%) and 195 (79.3%) reported they could not install neither configure the HRIS.

Response: Corrected.

Line 26:

During observation of HR employees in their practical work area, the respondents knowledge and skilled found to be low in manipulating and using computers.

Change to:
During the observation of the HR employees in their practical work area, it was observed that the respondents' knowledge and skills to manipulate and use computers was low.

Response: Corrected.

Line 40:
Regarding their perceived attitude; about the importance of HRIS software, majority of the respondents, 209(85%), think as it is important.
Change to:
Regarding their perceived attitude about the importance of HRIS software, the majority of the respondents, 209(85%), reported they believe HRIS are important.
Response: Corrected.

Page 11.
Line 4:
Concerning trainings of the respondent's, 182 (74%) didn't take training about HRIS software.
Of the total participants, 174(70.7%) of them replied that there was no beginning of HRIS for all employees in their department.
Change to:
Concerning the respondent's training on the HRIS utilization, 182 (74%) didn't take any training.
Of the total participants, 174(70.7%) reported that there was no introduction of the HRIS for all employees in their department.
Response: Corrected.

Line 11:
.. that as HRIS it could be applicable in their organization (Table
Change to:
Also, 185 (75.2%) of the respondents replied that they believed that the HRIS was applicable in their organization.

Response: Corrected.

Line 21:
Based on the value calculated from the total of 32 items, readiness was determined based on the criteria of scoring above and below the mean

change to

Readiness was determined based on whether the value calculated from the total of 32 items analyzed was above or below the mean.

Response: Corrected.

Line 23:
Hence, the overall readiness to implement HRIS in Amhara Regional State public hospitals and health departments were found to be 35.77%.

Change to:
Hence, the overall readiness to implement HRIS in Amhara Regional State public hospitals and health departments was 35.77%.

Response: Corrected.

Line 53:
Majority of the respondents mentioned

Change to:
The majority of the respondents mentioned

Response: Corrected.
Line 8: standard data handling problem and poor Information Communication

Change to:

standard data handling problem and poor information communication (skills? - Is that what the authors are trying to express? If this is the case, please add skills to the sentence.)

Response: Yes, that was what we wanted to write. Thanks for noticing it.

Line 11:
The third main challenges mentioned during the in depth interviews were poor commitment.

Change to:
The third main challenge mentioned during the in depth interviews was poor commitment.

Response: Corrected.

Line 12:
.. failure to work in team ..

change to:
… failure to work as a team…

Response: Corrected.

Line 14:
Low devotion from stakeholders

change to:
low stakeholders' enthusiasm

Response: Corrected.
.. work on computerized technology
change to:
use IT (information technology)
Response: Corrected.

Line 44:
Of the total respondents majority of them, 179(72.8%) employees had no internet and network access both equally (.
Change to:
The majority of the respondents had no internet or network access..
Response: Corrected.

Question to the authors: Internet and network access are two different items in the questionnaire, correct? By network access what is being investigated? A local network?
Response: Yes, we mean a local network of computers to help share information with the network connected computers.

Line 49:
…one of the problem
change to:
one of the problems
Response: Corrected.

Page 13
Line 15: The current study shows, 40.7% of the respondents had no basic computer skill.
Change to:
The current study shows that 40.7% of the respondents had no basic computer skills.

Response: Corrected.

Page 13

Line 16: computer skill
Change to:
computer skills.
Response: Corrected.

Line 20: skill
Change to:
skills
Response: Corrected.

Line 20: A study from Tanzania reported that data utilization skill trainings were the necessary factors for successful HRIS implementation.
Change to:
A Tanzania study revealed that training on data utilization (secondary uses of information) was the necessary factor for a successful HRIS implementation. (if this was the only factor, use "the necessary factor, otherwise use "a necessary factor..")
Response: Corrected.

Line 22:
However, several other difficulties were also identified from this study including lack of computer skills and computer illiteracy were reported among system users (14)
Change to:
However, this study identified several other difficulties such as lack of computer skills and illiteracy both reported among system users (14).

Response: Corrected.

Line 25:
In the in-depth interview of our study, respondents also believe that not only users of the system but also HR managers had taken software trainings.

Change to:
In the in-depth interview of our study, respondents also believed that not only users of the system but also HR managers had software training.

Response: Corrected.

Line 36:
From all respondents, 35% of the respondent's fear that…

Change to:
From all respondents, 35% of them fear that…

Response: Corrected.

Line 39:
… believed that implementation of HRIS would create unemployment problem (3).

Change to:
believed that the implementation of HRIS would create an unemployment problem (3).

Response: Corrected.

Line 43:
computerized software, only small number of employees would be required.
Change to:
a software, only a small number of employees would then be required
Response: Corrected.

Line 48:
finance, lack of competency and poor commitment. (from whom the poor commitment? Stakeholders? If that is the case please change to:
finance, lack of competency and poor stakeholder's commitment.)
Response: Corrected.

Line 52:
… challenges of implementation
change to
… implementation challenges.
Response: Corrected.

Page 14
Line 7: During in-depth interview there might be reporting bias and in the self-administered questionnaire also the respondents might have a bias in self-reporting
Change to:
During in-depth interviews, there might be reporting bias, and in the self-administered questionnaire also the respondents might have a bias in self-reporting.
Response: Corrected.

Line 18:
basic computer skill
We have a tremendous gratitude for your outstanding revision suggestions and detailed copyediting comments. That was absolutely helpful to revise our manuscript.

Reviewer #2:

TITLE

I would like to suggest to use a shorter title, details about the study/region etc. can be given in the abstract. For example:

Human Resource Information System Implementation Readiness in the Ethiopian Health Sector: A cross-sectional study

Response: Thank you for your very helpful title suggestion. Indeed the title was too long. The first reviewer also suggested to revise the title. The title is now changed to “Human Resource Information System Implementation Readiness in the Ethiopian Health Sector: A cross-sectional study”
In the authors list please check the journal format, e.g. if you have MSc I think the BSc does not need to be mentioned, also mentioning diplomas are not needed I guess)

What does Mihiretaabush in line 27 mean?
Response: Thank you for your comments. We have removed those unnecessary author details.

ABSTRACT

In line 9 you introduce the HRIS (make sure to introduce the abbreviation there and then use it consequently throughout the manuscript), is this a specific system you refer to or HRIS in general? If specific you need to describe it later in the background section.
Response: We have corrected this issue throughout the manuscript

Line 25: Since you already mention the location in the background you could leave it here, otherwise you should also add Ethiopia.
Response: We acknowledge the reviewer’s comment. We have added it as suggested.

Line 27/28: In the abstract you do not need to mention the statistical software, especially since it is standard what you use. Just say something like „The data were entered and analysed with statistical software“. The following lines about the (descriptive) statistics are also not very interesting in an abstract since you use standard methods. It would be more interesting in the methods to know which questionnaire you chose and why and what the associated factors are.
Response: Thank you for your comments. The abstract section is now extensively revised.

In line 35 you mention a checklist, how was that developed?
Response: The same comment was also raised by the first reviewer. We have described the contents of the observation checklist in the Methods section. We have included the following quoted text.

“The contents of this checklist include items helpful to observe HR infrastructure such as electric power availability, availability of separate HR sections for HR core processes, fulfillment of the ergonomics of HR, availability of computer and its accessories) and availability of necessary office set ups“.
In your conclusion you should mention what you recommend before rollout since this was your argument for your objective.

Response: Thank you. We have changed the recommendation this way “Improving skills, awareness, and attitude of HR employees would facilitate the implementation process“

BACKGROUND

Page 3, Line 30 and following: do you use the study from Bangladesh as example to the paragraph above or is it somehow related to your study? The flow of arguments in this background section is not quite clear here. You mention this and other studies in more detail on the next page. Only mention what you need to come up with your objective or what is needed to be known as background information to understand your study.

Response: Thank you for your comments. The introduction section is now extensively revised based on your helpful comments.

Page 3, In line 50 why are there data discrepancies?

Responses: We have revised the statement to add more explanation about the data discrepancies “Hence, the whole process of human resource system is tremendously time consuming and the core HR processes (such as recruitment and selection) are liable to data discrepancies due to lack of reliable information system in place [13, 15, 16]“

Page 4, line 4: can you give an example of HR data?

Response: We have provided examples: recruitment and selection

Page 4, line 17: what is HRHIS and how is that different from the HRIS?

Response: Some authors write them interchangeably but they are similar. We corrected as HRIS

Page 4, line 30: which list?

Responses: We have revised the background section and the paragraph is now removed.
Page 4, line 39: why do you refer to "firms"? Are you not talking about organisations in the health sector, e.g. hospitals?

Responses: We have revised the background section and the paragraph is now removed

Page 4, line 43: why "only"? What implication does that have on your objective?

Responses: We have revised the background section and the paragraph is now replaced

Page 5, line 46: It is better to clearly say: Our objective is…

In the following sections make sure to structure everything according to your objectives from the background.

Responses: We have now revised the structure and the way we formulated the objective. The write up is extensively revised to avoid unnecessary details and irrelevant explanations.

METHODS

Page 6

Line 10: is the Amhara National Regional State an Ethiopian region or state, can you explain this to someone who does not know the Ethiopian structure?

Responses: We have added additional point to make the statement clear. Ethiopia is administratively divided into nine regional states. Amhara National Regional State is one of the 9 regional states in the country.

In line 15 you then have to mention Amhara Regional State not anymore since you already introduced the study location

Responses: That is right. It is now deleted.

Line 15: the study population is redundant, please only mention once and complete.
Responses: We acknowledge the reviewer’s point. We have now removed the redundant explanations. “The study population was all HR employees, medical directors, managers and vice managers of 19 public hospitals, 10 zonal and 3 town administration health departments in the region. Respondents having more than three months of work experience were included in the study.“

Line 18 and following: clearly mention inclusion/exclusion criteria of your study. If someone is absent it is an obvious exclusion.

Responses: Workers who were in their annual leave, sick leave, and during the data collection period were excluded from the study.

Line 29 and following is redundant. However you should mention how many managers you included (they were not part of the 288?) Also in line 42 it is not clear whether this includes the managers or what you decided for them.

Responses: Thank you for your comment. Our explanation was not clear. The managers were not part of the 288 HR employees. “We included all the 288 HR employees for the quantitative study. For the qualitative data, 16 of the 83 managers/vice managers of the hospitals and zonal health departments were included. The qualitative data were collected using semi-structured in-depth interview“.

Line 45: why 83?

Responses: There were a total 83 managers/vice managers, medical directors of hospitals and health departments. Unlike quantitative studies, in qualitative studies, we don’t pre-specify sample sizes. We usually interview key informants until we reach the level of saturation. Hence, a total of 16 key informants participated in the in-depth interview of hospital managers, department heads and medical directors. Of this, 6 were hospital managers; 4 health department heads; 4 HR managers and 2 medical directors.

Line 55: was the interview guideline and checklist developed by you (how?) or did you use any standard tool? Also later in line 58 please explain why you chose the WHO tool and give a reference for it. Please add all three tools as supplementary material.

Response: A standard tool from the Management Science for Health was adapted after the pre-test. We have now included the reference and the three tools is also annexed as one
supplementary material. Initially, we retrieved the tool from a study by Kumar R, 2013. So, these authors wrote that they have adopted the tool from WHO and MSH. However, upon extensive search we have now found that the tool is from Management Science for Health (MSH). But not from WHO. The tool is well-established and frequently cited tool to assess HRIS readiness. In addition, the tool is specifically designed to assess HRIS.

Line 57: how did you select key informants (you might mention that in the inclusion criteria).

Responses: Thank you for raising this point. Sixteen of the 83 medical directors and managers of hospitals and zonal health departments were selected. The key informant interviews continued until we reach the level of saturation (The point where no emergent opinion is found from the key informants). That was then the point we have completed the key informant interview.

We have included the following text to describe the key informant interview. “We included all the 288 HR employees. The qualitative data were collected using semi-structured in-depth interview. Following recommendations from qualitative study methodological guidelines, we continued the interview until saturation or there was no emergent opinion. Hence, 16 of the 83 managers/vice managers of the hospitals and zonal health departments were included“

Page 7

Line 6: it is not quite clear how you chose the factors. On which literature was it based upon? Is the observation checklist you mention here the same as before (in that case it is redundant)?

Responses: That is good point! We gave removed the redundant statements. We have described the contents of the observation checklist. The contents of this checklist include items helpful to observe HR infrastructure such as electric power availability, availability of separate HR sections for HR core processes, fulfillment of the ergonomics of HR, availability of computer and its accessories and availability of necessary office set ups.

Line 11: please mention that Amharic is the local language spoken in the study location. Was the interview done in the local language or English?

Responses: We have now mentioned to make it clear. “The questionnaire used to collect data from all respondents were in the local language, Amharic“.

Line 15: Were the HIT independent? How did you chose them?
Responses: Yes, they were independent and outside the health facilities we conducted our survey. All were HIT new graduates. To recruit them for the data collection, we posted a recruitment notice and we recruited based on their previous experience in survey data collections.

Line 21: What does "in a way" mean?

Responses: We acknowledge the reviewer’s point that it was confusing phrase. We have rephrased the paragraph. “Questionnaires were given to the respondents after explaining the purpose of the study and encouraging them to provide genuine responses. Respondents were briefed concisely without losing the perspective of the intended objective of the questionnaire.”

Line 28: can you give examples of errors?

Responses: The examples for errors are missing values, in completely filled questionnaire.

Line 55: Is the bold writing a heading (then you need to repeat) or layout error? How did you adapt the WHO tool, by the threshold or do you mean any other adaptation?

Responses: Thank you for your point. The Management Sciences for Health tool to measure readiness of HRIS implementation was used. By adaptation, we mean that we have revised the tool to make it in line with the Ethiopian context. However, the contents of the questionnaire were the same. We have adapted the language to give examples and rephrase the questions so that it will be clear and encourage respondents provide valid and reliable responses.

RESULTS

Why were 246 included in the study, was that because of the criteria or was that the response rate? Can you include information about the job positions the HR employees have? Please also report how many organisations were included and how many staff the had on average.

Responses: Only 85.4% of the 288 HR employees planned for the survey responded to the questions. The rest declined to response or they were well within the exclusion criteria.

The respondents were from 19 public hospitals, 10 zonal and 3 town administrative health departments. This information is included in the result section. However, we don’t have data on how many staffs on average that each organization had.
I do not think that marriage information is interesting for this study.

Responses: It may not be important. We have included most commonly used sociodemographic variables in the questionnaire. We also think that it might be important factor as marriage could influence respondents experience on IT skills and computer literacy. However, based on your suggestion we have deleted it.

what does the salary mean, can you classify that in low/middle/high since the reader does not know the Ethiopian economy and what birr are?

Responses: We have rephrased it “Among the HR employees 103(41.9%) of them had monthly salary from 2351.00 (low) to 3350.00 (middle) Ethiopian birr (1 USD=23 Ethiopian Birr).“

They are different i.e hospital managers and Human Resource (HR) department managers

do you mean technical instead or organizational infrastructure?

Responses: Yes, we mean the technical infrastructure of hospitals and health departments.

The majority of the respondents 193(78.5%) had at least 1 to 3 computers in their HR department, one computer being shared among a maximum of 10 HR staffs. Most of the staffs share one computer in one HR core process

If they do not have a separate room, where do they sit? In line 55 with seats you mean an actual seat or the workplace?
Responses: It is to mean that the HR employees sit in a similar room together with other working staffs ergonomically even if they have their own chairs (For example: Accountants with HR employees...). They don’t have a separate HR section.

Page 9
Line 9 following: is that from the interview or observations? The whole paragraph or just that sentence to support the result from above? The structure here is not clear.

Responses: Thanks for your comment. We agreed that it was unclear. The texts in quote are from the interview. We have revised the two paragraphs to avoid grammatical errors.

Line 19 following: why is that aligned? (also later answers)

Responses: We have removed all the alignments.

Line 24: is that the same respondent as the one above?

Responses: No, it is different. The one on the first response was zonal health department head while the next one was head of the HR department.

Line 31: here you mention the number of organisations, please put that in the beginning of the results section as characteristics of your study population/location.

Responses: Thanks for this very important suggestion. We have now included it at the beginning of the result section.

Line 45/46: If they were comfortable does that mean they already use the system?

Responses: In only few selected organizations, HRIS was being piloted. However, not all organizations were using HRIS.

Line 58: what does "manipulate" mean?
Responses: We wanted to describe they had basic computer knowledge and skills. We have now revised the statement.

Page 10, line 14 and following needs structuring.

Responses: Reviewer 1 also raised similar comment. We have revised the paragraph.

Page 11, line 4 and following also needs a clear structure.

Responses: Thank you for your suggestion. It is now rephrased.

Page 11, line 18: the overall readiness might be reported in the beginning of the results (after the socio demographics) and then you could report all the single values. Then you would also have an answer to your objectives in the beginning of the results.

Responses: That is good point. We have moved this result as you suggested.

Page 11, line 50: are the challenges you report here based on the interviews? You might need to mention this in the methods then and report it here accordingly (structure!).

Responses: The challenges described are from the qualitative interviews. Exploring the challenges was one of the three objectives we had for this study. We now included more points to describe the methods. The following quoted text is written in the methods section.

“To explore the challenges of HRIS implementation, qualitative data were collected using semi-structured in-depth interview and an observation checklist. Following recommendations from qualitative study methodological guidelines [25, 26], we continued the interview until level of saturation or to the point where there were no emergent opinions was reached. Hence, 16 of the 83 managers/vice managers of the hospitals and zonal health departments were included“

Page 12, line 4/10: you say second and third, what is first and how did you classify this?

Responses: We have revised the way we described the qualitative results. The first, second, third terminologies were used to according to the frequency of being mentioned and to simplify categorization of the challenges. We have revised it to better describe the syntheses of the challenges explored through the indepth interviews.
1. Infrastructure related challenges

2. Competency or technical skill related challenges

3. Organizational and managerial challenges

In general the structure of your results is not clear. Please present it according to your objective and methods.

Response: Thank you for your comment and suggestions. We agree that the manuscript lacks structure and clarity. We have extensively revised throughout the document to improve the write up.

DISCUSSION

Page 12, line 30: with the items you mean the questionnaire you used?

Responses: Yes, items is a customarily used term to refer to questions.

Page 12 line 33 and all of the following is just repeating the results, this is not necessary in a discussion. Please just refer to the result and then discuss it, that means to compare it with other studies and interpreting it.

Responses: We agree that there should not be a numerical description of the results in the discussion. We have revised it to only discuss the main results.

Page 14

The limitations of the study should be a subheading in the discussion. Why could there be a bias? Are the observation and self-reported responses from the same study subjects?

Response: Thank you for your comments. We have removed the subheading of the limitations. The subheading was not necessary. The observation and the self-reported responses are from the same respondents. However, the observation checklist mainly assess the infrastructure factors. The respondents were also asked about these factors.
The discussion is a bit weak. Please first answer your objective, then compare your results with similar studies, then find explanations for your results (especially if you have surprising findings) and lastly say what this means for your objectives and give open questions/future research based on your findings.

Response: We have revised the discussion per your helpful comments. We hope that you will find the current version stronger.

REFERENCES

Many of the references are not accessible, there are typos and it is not clear what they are (journal or conference for example?). Please check numbers 2,4,5,7,11,12,21,22,26,29,31

Especially: for 2 can you give a link, for 4 are there page numbers, write full reference of 12

Response: That is true. Most of the references were not properly cited. We have completely revised the referencing and the citation style.

GENERAL

English language editing needed. For example check your use of capital letters and of articles like „the“, „a“ etc. I will give you some language examples here but the whole manuscript needs a thorough correction.

Response: That is true, there was language mistakes. We have now copyedited the manuscript to avoid choice of words, grammar and punctuation mistakes.

Abstract: line 10 "by the" instead of in Federal Ministry… Line 21 "An institution based…" Line 25 "the Amhara…" and "A self-administered…"

Background: capital letters in lines 22/23. Line 36 "implantation"??, Line 44 based is redundant. In the results all citations from your interviewed staff are difficult to understand.

In references for example 17, Human Resources for Health.

Response: Thank you for your detailed comments. Your comments were very helpful. We have edited the manuscript to correct the English language errors.
Please use the abbreviations consequently. For example HRIS is not always used. Introduce it the first appearance and then use only the abbreviation. Make sure that the abbreviation list only contains those which are used more than three times in the text - all others do not need an abbreviation but can be written as full text.

Response: We acknowledge your comment. All abbreviations which were not for phrases which were mentioned less than 3 times in the manuscript are now removed from the list of abbreviations, and the expanded form is written in the text.

In the ethics approval statement, page 15 line 12 starting from "no need of…” can be deleted and simply written as "their names were anonymized".

Please revise the authors contributions (e.g. "was" involved. Final approval was given by all, so no need to mention for MK, "conceive" an idea sounds strange)

Response: We have removed it per your recommendation. The authorship contribution was also revised. Though we changed the word “conceive” per your recommendation, we often read the word being commonly used in scientific publications mainly to describe the author who originated the idea and designed the study.

In the acknowledgements page 16, line 10 you can delete "and get this stage" and please write the department name in capital letters.