Reviewer’s report

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

Version: 0 Date: 15 Apr 2017

Reviewer: Beatriz Leao

Reviewer's report:

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 describe which region the study was performed. I consider these details do not have to be in the title.

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

Editorial Corrections:

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)
line 15 - Projected estimates shows

Change to:
Projected estimates show (subject is plural)

line 17 Human Resource for Health (HRH) requirement

Change to:
Human Resource for Health (HRH) requirements (better use requirements since there are several requirements ..)

Line 26 - challenges and factors that hinders from successful implementation

Change to:
challenges and factors that hinders a successful implementation

Line 36 - Managers and stakeholders have to have positive influence to make individuals

Change to:
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

Change to: (meaning is kept and the word "implementation" is not repeated. Note also that the article "the" was inserted before readiness and implementation).
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
Change to:

vice managers who had more than 3 months of work …

Line 24: Workers who were in their annual leave, sick leave, and during
Change to:
Workers who were in their annual leave and/or sick leave during.…

Line 57: check list were used
Change to:
check lists were used

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.

Question to the authors: this observation checklist was created based on what? Can you please describe its overall content?

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??).

Line 18: Data Quality management
Change to:
Data Quality Management
Questionnaires were given for respondents in a way that it could attract genuine responses.

Respondents were concisely briefed without losing the perspective of the intended objective of the questionnaire.

A two-day training on how the data should be collected was given to 10 HIT.

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.

Data Processing and Analysis
Line 36: The Data were entered…
Change to:
The data were entered …

Page 8:
Line 30: A total of 16 key informants were participated in the in-depth interview of hospital managers
Change to:
A total of 16 key informants participated in the in-depth interview of hospital managers

Line 43: have electric power access
Change to:
had electric power access

Line 45:
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.

Line 50 and 51:
 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.

(Line 59:)
.. reported that they do not have anyone..

(change to:)
reported that they did not have anyone …

(Page 9:)
Line 6: … to deal with malfunctions of the computers (Table 2).

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

(Line 22:)
The only employees that has their …

(Change to:)
The only employees that have their …. 

(Line 28:)
During observation sessions …

(Change to:)
During the observation sessions..
… have small size offices and uncomfortable office …
change to:
had small and uncomfortable offices ….

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

Line 46:
…. computers were comfortable to use HRIS
change to:
…computers were suitable to use HRIS

Line 46: it was being comfortable
Change to:
it was adequate ..

Line 49:
will be comfortable
change to:
was user-friendly

Line 49:
While 127(51.6%) also expect
In addition to that, 127 (51.6%) also expected

Page 10:

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

c change to:

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

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.

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.

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.

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.

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.

Line 11:
Also, 185(75.2%) of the respondents replied that they believed that the HRIS was applicable in their organization.

Change to:
Also, 185(75.2%) of the respondents replied that they believed that the HRIS was applicable in their organization.
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.

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

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

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

The majority of the respondents mentioned

The majority of the respondents mentioned

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.)

The third main challenges mentioned during the in depth interviews were poor commitment.
The third main challenge mentioned during the in-depth interviews was poor commitment.

Line 12: .. failure to work in team ..
change to: … failure to work as a team…

Line 14: Low devotion from stakeholders
change to: low stakeholders' enthusiasm

Line 14: .. work on computerized technology
change to: use IT (information technology)

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..

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?
…one of the problem
change to:
one of the problems

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.

Page 13
Line 16: computer skill
Change to:
computer skills.

Line 20: skill
Change to:
skills

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..")
However, several other difficulties were also identified from this study including lack of computer skills and computer illiteracy were reported among system users (14).

However, this study identified several other difficulties such as lack of computer skills and illiteracy both reported among system users (14).

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.

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.

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

From all respondents, 35% of them fear that…

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

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

computerized software, only small number of employees would be required.

computerized software, only small number of employees would be required.
a software, only a small number of employees would then be required

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.)

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

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.

Line 18:
basic computer skill
change to:
basic computer skills
poor commitment (from whom? Stakeholders? If that is the case, change to: poor stakeholders' commitment)

computer skill
change to:
computer skills

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