

ADOPTION OF COMPUTERIZED ACCOUNTING SYSTEM BY COFFEE SOCIETIES IN NYERI COUNTY, KENYA

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ABSTRACT

This study sought to analyze the effect of the hindrances affecting the adoption of computerized accounting system by coffee societies in Nyeri County. To achieve the objectives of the study, a descriptive survey research design was adopted. The target population was 23 registered coffee societies with 80 coffee factories in Nyeri County. The sample size was 82 managers. A self-administered semi-structured questionnaire was distributed to the managers where 86.6% response rate was achieved. Primary data was analyzed with the aid of Statistical Package for Social Sciences software to generate frequencies, mean and percentages. Data was presented by use of charts, graphs and frequency tables. A regression model to show the relationship between the independent and dependent variables was also generated. The findings of the study indicate that: Coffee societies have not fully adopted computerized accounting systems; Cost, human resource proficiency and availability of related infrastructures are the most important hindrances affecting adoption of computerized accounting system; and users' perception on the computerized accounting systems is insignificant in respect to adoption of computerized accounting systems but further studies may be commissioned to confirm or disapprove our findings.

Key Words: Adoption; Coffee factory; Coffee society; Computerized Accounting System; Technology

1. INTRODUCTION

Revolution in information systems started in early 1950s when the first business computer became available, and it's still in progress (Nash, 1989). With expansion of business, the number of transactions amplified thus, the manual methods of keeping and maintaining records became ineffective. Computerized accounting system is therefore gradually replacing the manual accounting method. (Strong, Portz, & Busta, 2006), observed that rapid change in information technology, wide spread of user-friendly systems and the great desire of organizations to acquire and implement up-to-date computerized systems and software have made computers much easier to use, and enabled accounting tasks be accomplished much faster and with accuracy. Computerized accounting systems(CAS) are software programs that gather various accounting information related to sales, purchases, receivables, payables, cash receipts, cash disbursements and payroll and, in the process the financial statements are generated (Islam, 2010). A survey by (Banerjee & Lloyd, 1995), using British companies, discovered that 79 percent of their respondents entered data on spreadsheets manually as opposed to computerized accounting system. These studies indicated that although the organizations do have computers, usage of this tool in accounting management system is limited. According to (Banerjee & Lloyd, 1995), accountants are reluctant to adopt computerized management accounting system necessitated the researcher to carry out a study to investigate hindrances affecting adoption of computerized accounting system in coffee societies within Nyeri County.

Coffee is important in Kenyan economy due to its contribution to foreign exchange earnings, farm income and employment. It is also a source of livelihood, particularly for small-scale producers. To this effect, Kenya government established Coffee Development Fund under the Coffee Act No. 9 of 2001, when coffee production nosedived. The kitty's purpose was to provide sustainable, affordable credit and advances to coffee farmers. This portrays the efforts geared towards reviving this sector. According to the Ministry of Co-operative Nyeri Central, 2012, there are 23 registered coffee societies with 80 factories in Nyeri County. Nowadays, information is one of the main resources used and applied in organizations therefore coffee cooperative societies must keep pace with this evolution in coffee sectors as coffee is revitalized to become one of Kenya's main foreign exchange earners.

1.2 Statement of the Problem

Literature review on adaptability of computerized accounting system in organizations leads to the conclusion that there are some obstacles that organizations face in the process of adapting to CAS. Coffee sector being a sub-sector of agriculture can greatly enhance its performance and decision making process by implementing CAS. Despite the benefits coffee societies would derive from use of ICT, evidence available indicate partial ICT adoption by coffee factories and societies. For years, coffee farmers have delivered their produce to factories but they continue to suffer delayed cherry weighing and payment after sale of parchments due to inefficiency of the manual cherry weighing system used. Lack of computerized

accounting system was found to be the major cause of delays in processing members' net pay. The manual accounting system is slow and unreliable thus delays generation of rate per kilo and update to the members' ledger. Given the potential benefits of ICT and the evident low ICT adoption, this study attempted to evaluate hindrances affecting adoption of CAS implementations in said societies.

1.3 Research objectives

The study was guided by the following specific objectives:

- i. To evaluate the extent to which availability of information technology infrastructure affects computerization of the accounting system in coffee societies in Nyeri County.
- ii. Analyze the extent to which human resource computer proficiency affects adoption by the coffee societies.
- iii. Investigate the extent to which user perception affects its adoption by the coffee societies in this County.
- iv. Assess the extent to which cost of installing the computerized accounting system affects its adoption by the target coffee societies.

2. LITERATURE REVIEW

The literature review was based on authoritative, recent and original sources such as journals, books and dissertations.

2.1 Availability of Infrastructure

(Strong, Portz, & Busta, 2006) identified the three key ICT infrastructure pillars which includes; ICT hardware especially Personal Computers (PCs), Software and Connectivity. Therefore, for the full realization of the benefits of computerized accounting system by coffee societies' availability of the necessarily equipment, infrastructures and technical support is critical. However Kenya lacks adequate ICT infrastructure such as electricity, Internet backbone across all towns and telecommunications installations among others (GOK, 2006). Given that most coffee societies are located in rural areas, they may lack access to key ICT infrastructures that are key to adoption of computerized accounting system.

2.2 Human Resource

Human resource is required to undertake multiple functions in each of the departments of accounting and computer centers, scientific and practical qualifications, experiences, technical skills and training are considered the most important specifications that must be availed to the staff (Stephen, Mark, & Seemkin, 1989). According to (Al-Taweel, 2001), pointed out that accountants lack efficiency in fields of usage, designing, developing accounting systems and information technology. Two studies conducted separately by (Cragg & King, 1993), and (Allison, 1999), concurs that a skilled and knowledgeable work force is closely linked with successful implementation of technology. (Hassan, 2001), stated that the concept of performance refers to the degree of achieving and completing individual tasks that reflects how it achieves or satisfies job requirements. Human resource is the main element that determines efficiency and

effectiveness of operating the computerized accounting system and those who use the outputs in managing the organized matters, therefore the human element is the main axis on which to determine whether information system succeeds or fail after implementation. So this study was presented to show the emphasis the management put to ensure that human resource has appropriate skills to enable the work effectively with computerized accounting system in coffee societies in Nyeri County effectively.

2.3 User Perception

Like any other technology based, innovative organizations may avoid using computerized accounting system if it is perceived as complex to use. (Long & MacGregor, 1996) , asserted that lack of skills amongst workforce affects the use of computerized system. Thus it is very important for an organization to determine its employee's knowledge or skills on computerized systems because those knowledge or previous experiences may influence organization decision in adopting ICT. In addition, organization's managers are unlikely to adopt sophisticated technologies if they are not familiar with (Reynolds, Savage, & Williams, 1997). The existing literature has proved that the greater the benefits perceived by the organization the higher the possibility of technology based innovation such as the computerized accounting system adoption. Generally the primary motivation for the adoption of new technologies is the anticipated benefits these technologies will bring to the company (Premkumar & Roberts, 1999). Several studies by (Giovanni & Mario, 2003), have found that ICT in general offers an organization a wide range of possibilities for improving their competitiveness. (OECD, 2004), found out that ICT is able to improve information and knowledge management inside the firm and increase the speed and reliability of transactions. (Lymer, 1997), further emphasis that ICT adoption in an organization has the potential to reduce costs and increase productivity level thus cost-effectiveness is a motivating factor for ICT adoption. Overall ICT improves efficiency through cheaper and faster communications, better customer and supplier relations, more effective and efficient marketing, product and service development and better access to information and training. Though there are many perceived benefits that can be reaped through adoption of ICT, there are still many organizations which have not taking advantage of ICT. According to (Davis, 1989), perceived ease of use and usefulness influences in a significant way the attitude towards acceptability and use a technology. Other considerations may include decision for change, application and benefits of computerized system to the organization.

2.4 Cost of installing

The cost of adoption is an important factor in the adoption and utilization of the technology based innovation (Ernst and Young, 2001). The higher the cost of adoption of the innovation, the slower the pace of innovation expansion is likely to be (Mansfield, 1968). Two autonomous studies conducted by (Seyal & Rahim, 2006), concurs that there is a direct and significant relationship between cost and adoption of technology. The lower the cost of adoption the higher the new innovation such as the computerized accounting system will be adopted by an organization and vice versa. Organizations are less likely to adopt

computerized accounting system when its initial set-up cost is high. (Donaldkiso, 2009), noted that the equipment costs in computerized accounting include equipment delivery, office equipment, machinery and equipment, such asset includes purchase price, the burden of transportation and handling, insurance on the equipment during transport, the cost of special bases for them, the costs of assembly, installation and costs of testing startup. The computerized accounting packages also require specialized staff. As a result, huge training costs are incurred to understand the use of hardware and software on a continuous basis because newer types of hardware and software are acquired to ensure efficient and effective use of computerized accounting systems.

3. RESEARCH METHODOLOGY

3.1 Research Design

For the purpose of undertaking the study, a descriptive survey design was adopted, where both qualitative and quantitative data was collected. According to (Orodho, 2009), descriptive survey involves collection of information through a questionnaire from a sample. The design was appropriate in collecting, classifying, analyzing, comparing and interpreting data.

3.2 Sampling Techniques

(Orodho, 2009) defines Sampling as a process of selecting units from a population of interest so that by studying the sample, one may fairly generalize results and attribute it to the population from which the units were chosen. It is the process of selecting a number of objects from a population. This process is carried out in such a way that the selected members of the population have characteristics representative of the entire population. A purposeful sampling was done where every society had a chance and a computer generated random sampling was conducted where societies and factories managers were randomly picked.

3.3 Sample size

According to (Orodho, 2009), researchers select sampling unit subjectively in an attempt to obtain a sample that appears to be representative of the population. In this case, the chance that the particular unit was selected as a sample depends on the subjective judgment of the researcher.

Table 1: Sample Distribution

| Target Group | Population | Percentages | Sample Sizes |
|--------------------|------------|-------------|--------------|
| Societies Managers | 23 | 21 | 17 |
| Factories Managers | 80 | 79 | 65 |
| Total | 103 | 100 | 82 |

3.5 Data Collection

Data was collected by use of self-administered semi - structured questionnaires which were hand delivered to the respondents and collected after they were completed. This method was adopted because it covered all the areas that the researcher intended to cover and the perception that the respondents were well versed with the subject under research, thereby requiring no guidance when responding to the questions.

3.6 Data analysis

According to (Marshall & Rossman, 1999), data analysis is the process of bringing order, structure and interpretation to the mass of collected data. The collected data, with the aid of questionnaire were systematically organized specifically to facilitate analysis. The data pertaining to profile of the respondent and their respective coffee societies was analyzed using content analysis. (Cooper & Schindler, 2005), states that content analysis may be used to analyze written data from experiments, observations, surveys and secondary sources. In addition, the correlations were tested using inferential statistics which included regression analysis to establish relationship between the independent Variables (installation cost, human resource, user perception and availability of infrastructure) and the dependent variable (information communication technology adoption). Multiple regressions were conducted to assess the combined effects of all hindrances on computerized accounting system adoption by the coffee societies in Nyeri County. The regression model appeared as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where: Y = CAS Adoption

β_0 = Autonomous factors

X_1 = Availability of Information Technology Infrastructure

X_2 = Human Resource Computer proficiency

X_3 = User perception

X_4 = Cost of installation

e = Error term

The random term represent either all the factors that affect the dependent variable but are not included in the model because they were difficult to measure like the effect of decisions made by the management or others that the researcher was not aware of. These deterministic components plus the error variable were able to produce the above probabilistic model. Presentation of the results was done with the aid of bar charts, frequency tables, percentages, standard deviation and mean score.

4. EMPIRICAL RESULTS AND DISCUSSION

4.1 Availability of Computers

The adoption level of CAS was established by assessing the extent to which the accounting system of the societies was computerized at different level. As shown in Figure 1 40.8% of the factories and societies had computers in their premises while 59.2% had no computers at all. This implies that 59.2% of the factories and societies had zero of adoption given that they had no computers which are a critical pre-requisite of CAS adoption.

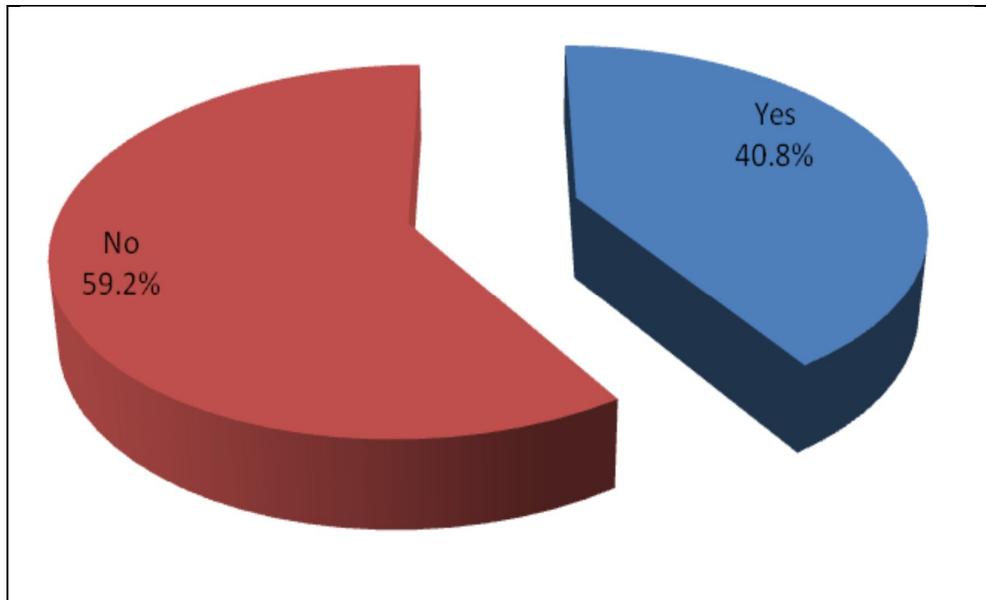


Figure 1: Availability of Computer

4.2 Activities Computerized by the Societies

The study also sought to establish whether the societies had a complete CAS system. The study revealed that none of the Societies had fully computerized their accounting system. Instead, as shown in Table 2 80.3% had no CAS while 19.7% used CAS to record and maintain information on the members' transaction only.

Table 2: Computerized Functions

| Functions undertaken using CAS | Count | Percentage |
|--------------------------------|-----------|---------------|
| Not applicable | 57 | 80.3% |
| Member's Transactions | 14 | 19.7% |
| Totals | 71 | 100.0% |

4.3 Member's Transactions Management

Members' transaction information processed and computerized in society computers' systems include members' details, members' proceeds, deductions and net pay. The study revealed that member's transactions management was only comprehensively used by 11.2% while 8.5% indicated that they partially perform these functions as shown in Table 3.

Table 3: Level of Utilizing Members’ Transactions Management

| Level of usage | Count | Percentage |
|----------------|-----------|---------------|
| No | 57 | 80.3% |
| Partial | 6 | 8.5% |
| Yes | 8 | 11.2% |
| Totals | 71 | 100.0% |

4.4 Availability of ICT Infrastructures Model

4.4.1 Availability of ICT Infrastructures and CAS Adoption

After establishing the extent of CAS adoption by the coffee societies, the study sought to assess the effects of availability of relevant ICT infrastructure on adoption. The respondents were required to indicate which aspect of ICT infrastructure availability affects adoption and to what extent. As shown in Figure 2 enough computers were rated as the most significant in CAS adoption having a mean score of 4.6 while awareness by society’s management about the vendors or developers of the CAS was also rated strongly as a major determinant of CAS adoption.

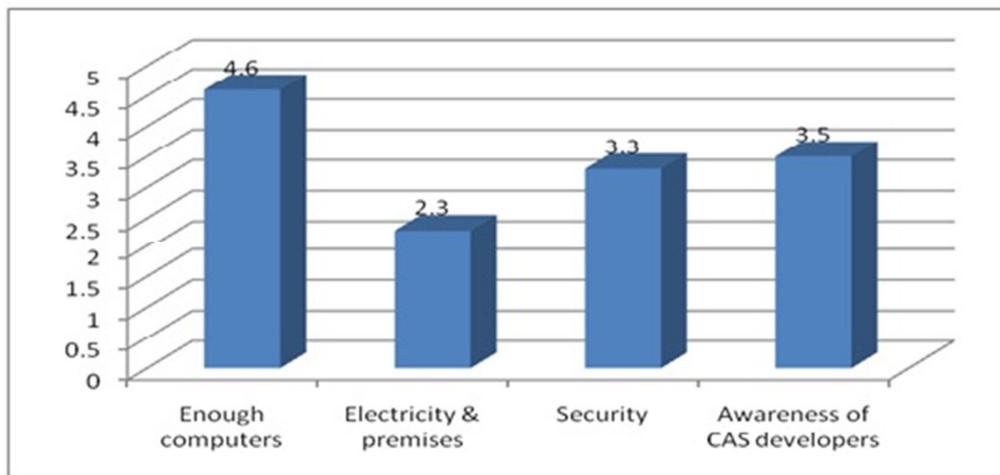


Figure 2: Availability of ICT Infrastructure

4.4.2 Availability of ICT Infrastructure Model

The study sought to establish the relationship between availability of ICT infrastructure and CAS adoption. The two variables were regressed to generate a model. The R Square statistic in Table 4 represents the variation of CAS adoption accounted for by availability of infrastructure. In this case, 54.5% of variation in CAS adoption was accounted for by the availability of infrastructure.

Table 4: Availability of Infrastructure Model

| Model Summary | | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|--|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | .738 ^a | .545 | .539 | 2.13687 | |

a. Predictors: (Constant), Availability of Infrastructure

| Coefficients ^a | | | | | | |
|---------------------------|--------------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 12.376 | 1.757 | | 7.045 | .000 |
| | Availability of Infrastructure | 1.152 | .127 | .738 | 9.093 | .000 |

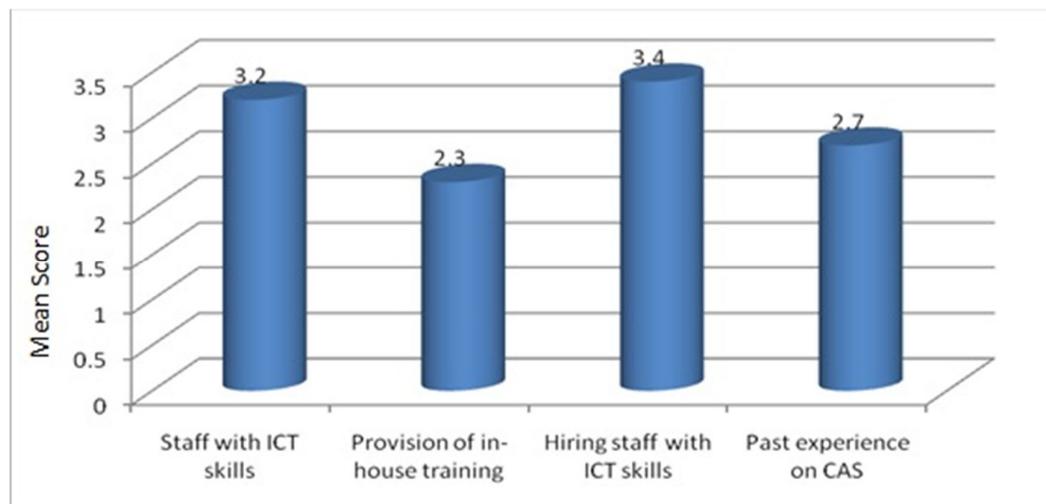
a. Dependent Variable: Adoption of CAS

The regression coefficient between availability of infrastructure and CAS adoption shows that the model has a intercept of 12.376 and a slope of 1.152 with a p value of 0.000. Thus considering availability of infrastructure alone as the predictor of CAS adoption the equation will be $Y=12.376 + 1.152$ as shown in Table 4.

4.5 Human Resource and CAS adoption Model

4.5.1 Human Resource and CAS adoption

The human resource is an important factor in CAS adoption since they are the end user of the systems. The study sought to assess the effect of human resource computer proficiency by the coffee societies in CAS adoption. As shown in Figure 3 hiring of staff with computer skills is the most important having a mean score of 3.4. Further the study found out that apart from computer literate staff, having staff that can specifically implement CAS is an important aspect of human resource as far as CAS adoption is concerned.

**Figure 3: Human Resource Computer Proficiency**

4.5.2 Human Resource Computer Proficiency Model

The R square statistic of the model is .578 implying that 57.8% of the variation in CAS adoption is accounted for by the human resource in computer proficiency as shown in Table 5.

Table 5: Human Resource Computer Proficiency

| Model Summary | | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|--|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | .760 ^a | .578 | .572 | 2.05858 | |

a. Predictors: (Constant), Human Resources

| Coefficients ^a | | | | | | |
|---------------------------|-----------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 16.942 | 1.182 | | 14.330 | .000 |
| | Human Resources | .972 | .100 | .760 | 9.718 | .000 |

a. Dependent Variable: Adoption of CAS

Further, the regression coefficient of the model shows a slope of 16.942 and a slope of .972 with a p value of 0.000, therefore the model equation is $Y = 16.942 + .972X$ as shown in table 5

4.6 Cost and CAS Adoption Model

4.6.1 Cost and CAS Adoption

CAS adoption has cost implication since it requires investment on necessarily equipment and software. As such, the study sought to establish effects of cost in CAS adoption by the coffee societies. As shown in Figure 4 the cost of computer hardware and software was rated as one of the most important cost related factor that may hinder the option of CAS with a mean score of 3.2 and 2.8 respectively. Further maintenance costs and costs of related infrastructures such as secure premises and electricity are prohibitive as far as CAS adoption is concerned with a mean score of 2.5 and 2.2.

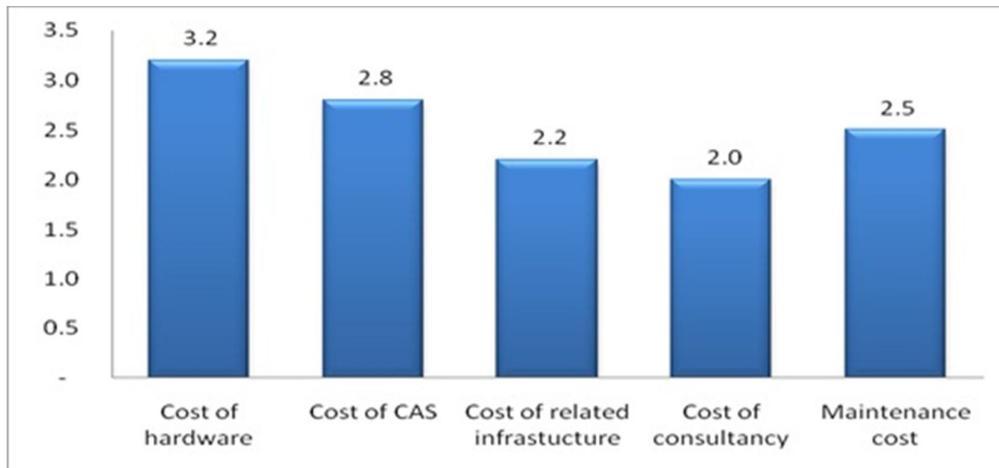


Figure 4: Cost of Installing CAS

4.6.2 Cost of Installing CAS Model

The R square value of the model is 0.724 implying that the 72.4% variation of CAS adoption is accounted for by cost as shown in Table 6.

Table 6: The Cost of Installing CAS Model

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|---------|----------|-------------------|----------------------------|
| 1 | .851(a) | .724 | .720 | 1.66456 |

a Predictors: (Constant), Cost

| Coefficients ^a | | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 12.978 | 1.147 | | 11.311 | .000 |
| | Cost | 1.212 | .090 | .851 | 13.453 | .000 |

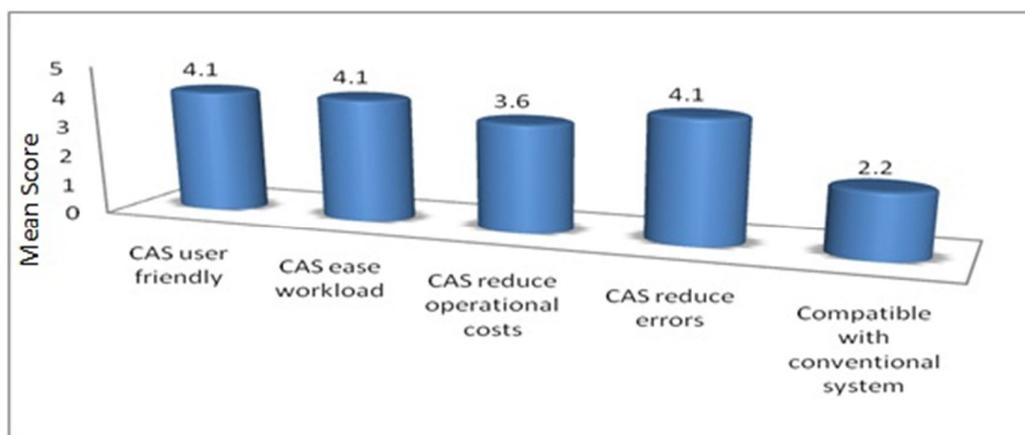
a. Dependent Variable: Adoption of CAS

The regressions coefficient of the results shows an intercept of 12.978 and a slope of 1.212 with a p value of 0.000. Therefore when cost is singly considered as a predictor of CAS adoption the equation is $Y = 12.978 + 1.212$ as shown in table 6.

4.7 Users' Perception and CAS Adoption Model

4.7.1 Users' Perception and CAS Adoption

The users' perception is an important factor in adoption of technology thus the study sought to assess the effect of perception on the adoption of CAS. As shown in Figure 5 the management perceives CAS as user friendly, easy to use and reduces errors. These three aspects of perception had a mean score of 4.1. Equally important is the fact that CAS reduces the overall operational cost of coffee societies.

**Figure 5: Users' Perception**

4.7.2 Users' Perception Model

The R square of the model is 0.548 implying that 54.8% of CAS adoption is accounted for by users' perception as shown in Table 7

Table 7: Users' Perception Model

| Model Summary | | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|--|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | .740 ^a | .548 | .541 | 2.13006 | |

a. Predictors: (Constant), Users' Perception

| Coefficients ^a | | | | | | |
|---------------------------|-------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -4.597 | 3.593 | | -1.279 | .205 |
| | Users' Perception | 1.693 | .185 | .740 | 9.146 | .000 |

a. Dependent Variable: Adoption of CAS

The regression coefficients results show an intercept of -4.597 and a slope of 1.693 with a p value of 0.000. Therefore when users' perception is considered singly as a predictor of CAS adoption the equation is $Y = -4.597 + 1.693X$ as shown in Table 7.

4.8 Multiple Regressions on Adoption of CAS.

The purpose of this study was to establish the hindrance of CAS adoption by the coffee societies in Kenya. This was established by regressing availability of infrastructure, human resources, users' perception and cost with ICT adoption. Having considered each factor singly, the multi-regression result was for all the factors together. The coefficients of each independent variable was obtained and interpreted.

4.8.1 The Multiple Regression Model Results

Table 8 shows that cost is the most important hindrance of CAS adoption with a B value of 0.611 and a significance level of 0.000. This implies that cost of the equipment, software, consultancy and maintenance are the most important. Availability of relevant infrastructure for CAS adoption by coffee societies had a B value of 0.400 and a significance level of 0.002. Thus availability of infrastructure is the second most important hindrance to CAS adoption. Human resource was the third most important hindrance to CAS adoption with a B value of 0.305 and a significance level of 0.010. This implies that human resource is an important factor as far as CAS adoption is concerned. Users' perception had a B value of 0.203 significance level of .333. This implies that users' perception was not statistically significant and thus had no influence on the CAS adoption by the societies. When considered alone users' perception was significant, but when all the factors were regressed together they affect each other reducing the influence of each factor affecting adoption of computerized accounting system by coffee societies in Nyeri county. The predictive model is as follows;

$$Y = 7.579 + 0.400X_1 + 0.305X_2 + 0.611X_4$$

The model as shown was modified to exclude the users' perception variable. This is because user perception was found to be statistically insignificant and thus had no influence on CAS adoption.

Table 8: The Multiple Regression Model Results

| Model Summary | | | | | | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .895 ^a | .801 | .789 | 1.44470 | .801 | 66.462 | 4 | 66 | .000 |

a. Predictors: (Constant), Cost, Availability of Infrastructure , Human Resources, Users' Perception

| Coefficients ^a | | | | | | |
|---------------------------|--------------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 7.579 | 2.836 | | 2.672 | .009 |
| | Availability of Infrastructure | .400 | .125 | .256 | 3.191 | .002 |
| | Human Resources | .305 | .115 | .238 | 2.660 | .010 |
| | Users' Perception | .203 | .208 | .089 | .975 | .333 |
| | Cost | .611 | .144 | .429 | 4.256 | .000 |

a. Dependent Variable: Adoption of CAS

Further, for the model to be valid the following must hold $p \leq \alpha \leq 0.05$. Where p is the significant F change in Table 8 below and α is the significance level in the ANOVA table. In this case $p=0.000$ and α is 0.000 which fulfills the condition. Also the R Square statistic in model summary shows that 78.9% of all the variables used are accounted for by CAS adoption

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

5.1.1 Availability of ICT Infrastructure on CAS Adoption

The study concludes that coffee society lack enough ICT infrastructure to implement CAS where lack of enough computers was found to be a key hindrance. Availability of ICT infrastructure was found to be statistically significance and had an influence of the CAS adoption hence should be retained in the model.

5.1.2 Human Resource Computer Proficiency on CAS Adoption

The study concludes that human resources in the coffee societies are not computer literate enough to implement CAS. This is mainly because their hiring procedure does not emphasize on ICT proficiency as qualification. Human resource was found to be statistically significance and had an influence of the CAS adoption hence should be retained in the model.

5.1.3 Cost of Installing CAS Adoption

The cost of implementation is prohibitive. Apart from the initial investment cost of acquiring hardware and software, the recurrent cost such as maintenance and technical support are also a hindrance to CAS implementation. Cost was found to be statistically significance and had an influence of the CAS adoption hence should be retained in the model.

5.1.4 CAS Adoption

The study revealed that regardless of the adoption level of CAS undertaken by the societies, managers perceived CAS favorably. In essence, therefore, perception of CAS did not affect its adoption. Though (Davis, 1989), perceived ease of use and usefulness influences in a significant way the attitude towards acceptability and use of a technology, it is clear that managers of coffee society had a positive perception regardless whether they adopted CAS or not and in the context of this study user perception cannot be considered as a hindrance.

5.2 Recommendations

The policy makers should consider zero rating hardware and software that are used in accounting system to reduce cost of CAS. This will encourage coffee societies to adopt CAS and improve on transparency and accountability in the coffee sector.

Coffee societies should consider gradual implementation of CAS since cost is one of the main hindrance to computerization of the accounting system. This will spread the cost of implementation over a long period of time.

Coffee societies should device recruitment policies that emphasize on computer skills. This will reduce the training cost that may be incurred for training the recruited staff. However, the existing staff should be given incentives to seek training on the relevant computer skills.

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