An Evaluation of the Reservation and Property Management System at a Resort in the Belize Tourism Industry

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Abstract

A considerable amount of research has been conducted on the Reservation and Property Management System (RPMS) at a Resort in the Hospitality Industry. This extensive study provides the empirical test of the effectiveness and usefulness of the RPMS at the organization, amongst employees. The study entailed delivering and collecting 30 questionnaires to employees. Study conducted, showed that the RPMS was successful in contributing to the effectiveness of daily operations by employees. Data on questionnaires were based on the DeLone and McLean model of information system success model that consists of six dimensions: information quality, system quality, service quality, use, user satisfaction, and perceived net benefit, which proved that the research was successful. The findings provided several important implications for the RPMS at the resort. This paper concludes by discussing recommendations for the resort in order to improve the success of their Management Information System (M.I.S)

Keywords*: Reservation and Property Management System (RPMS), Management Information system (M.I.S), DeLone & McLean (D&M)*

Introduction

The organization for which the study was conducted at is located in Hopkins Village, Stann Creek District. The resort is considered one of the top beach resorts in Belize, having won multiple awards and accolades. It is known for proving all-inclusive packages of adventure, cultural activities and excellent accommodations. Their resort provides accommodations that includes Deluxe Tree House Rooms, Tree House rooms and Beach Front Suites.

Today, technology has significantly been involved in the accommodation sector. Numerous programs and software's are being integrated with the capacity of storing abundant data. Thus, this organization as it

grew in size, it saw the need of integrating a Management Information System that will not only assist them with daily operations but also serve as an effective tool for employee's productivity. The system used at this resort is an all-in-one Reservation and Property Management System (RPMS) that can be used by hotels of all sizes. It includes features for front desk management, reservations management, accounts management and housekeeping management. Therefore, a study was conducted at the organization to determine the effectiveness of the RPMS in their workplace. Solely, the purpose of this research paper is to show how the effectiveness of the RPMS has a great impact on employee's performance and their dependency on the system for tasks. This study will also provide an insight on the knowledge of the information system and its usefulness. The RPMS is mostly used by departments such as front desk/ Concierge, Accounting, Reservation/Sales. The Housekeeping and Food & Beverage department make minimal use of the system. The effectiveness of the system provides an insight of the stand point of the Resort either leading to success or failure in the industry. Therefore, the importance of this study is to expand the knowledge and the use of systems in Belize and the benefits it brings to any accommodation in the industry. This will be done through the collection of data in a quantitative research from questionnaires designed to evaluate the organization's RPMS. This research will investigate by evaluating the value added of the RPMS and whether it is successful or not. In addition, it will also create available data to which the Resort can refer to in order to improve its services and to achieve its missions and objectives. This will be guided by using the DeLone and McLean model of information system success that will determine whether appropriate measures are being used for the Resort's success. The findings of the study are presented in this research paper and organized as follows: present background of the RPMS used at the organization, literature review of the Delone and McLean success model, methodology of the study, data analysis, the results of the study, and finally the conclusion and recommendations.

Literature Review

The Literature Review will provide a detail and ample understanding of this organization's Reservation and Property Management System (RPMS), and how it is plays a crucial role to the development and functioning of this Resort within the Tourism Industry. In today's economy, the Internet has become a powerful communication tool to facilitate the process of many business transactions. This has led to many changes among the business field and how they operate their Information Technology on a daily basis.

This research paper is comprehensively based on the discussion of the Delone and McLean (1992) IS Success Model and how it relates to the growth of e-commerce. The Delone and McLean IS success model is an information systems (IS) theory, which seeks to provide a comprehensive understanding of IS success by identifying and explaining the relationships among the six dimensions. Though it was published in 1992, it is based on the theoretical and empirical IS research conducted by a number of researchers in the 1970's and 1980's. It is an existing success-measurement framework that has found wide application since its publication in 1992.

Many hotel businesses and chains are looking for ways to communicate and make decisions not only amongst themselves but also to involve both internal and external customers. New business models are developing but the central role of Information Technology will remain the same. For this resort to grow they must facilitate and process business transactions via the Internet. This is seen as e-commerce. Within e-commerce the primary system users are the customers or suppliers rather than internal users. Molla and Licker first proposed that the original Delone and McLean model could be extended to measure e-commerce success.

The six success dimensions of Delone &McLean IS Success Model can be applied as follows:

- System Quality - Test the quality of the characteristics of I.S
- Information Quality - The quality of the output information
- Service Quality - Directly impacts usage intentions and user satisfaction with the system,
- Usage - Intention of use
- User Satisfaction – The uses response to the I.S
- Net Benefits - Raises three issues that must be addressed: "what qualifies as a "benefit", for whom? And at what level of analysis?"

DeLone and McLean (1992) established the model by planning as if the IS will provide the information output in communication systems. With considering the work of Shannon and Weaver (1949) and Mason (1978), the effect of the information on the users can be measured at a technical level, or an effectiveness level. The effectiveness level is apprehensive with how the receiver performance is affected by the idea.

According to Mason (1978), there are five stages to the process of communication that are:

1. The production of information
2. The product itself
3. The recipient of information
4. The influence it has on the recipient, and
5. The influence information has on the performance of the system.

These five stages explain why the information is presented that way and how it may affect the user's behavior (DeLone & McLean, 2003).

DeLone and McLean model considers user approval as a variable for information systems to prosper. Though there is a lot of support regarding the study, if businesses are to uphold a economical advantage, they most emphasis on providing services that interact with customers for better communication and the anticipation of new technological services. We conclude that the original model and new models still form a whole foundation for IS success dimensions even in the e-commerce environment.

Methodology

Sampling and Data Collection

There are approximately 34 employees who make use of the RPMS at the resort and a sample size of 30 was used for this study. The sample was chosen based on a random selection. The survey was carried out during a weekly day when majority of the RPMS users were on duty. Thirty questionnaires were distributed to the employees and all 30 questionnaires were successfully complete and returned (yield a 100%) within a few days. The researchers also briefly interviewed the General Manager and a few employees using the RPMS at the organization to obtain relevant information of the organization structure/ management and the information system. A letter of consent with an attached questionnaire was given to each employee in all departments that use the reservation system. These departments included Reservation, Front desk/ Concierge, Accounting and Food and Beverage. Data collection from the above mention departments will be utilized to provide a clear analysis and derive results of this study.

DeLone & McLean Information System Success Model

The DeLone and McLean (D&M) success model suggests that there are 6 (six) constructs that make a Management Information System (M.I.S) successful. They are: Information Quality, System Quality, Service Quality, User, User Satisfaction and Net Benefits. In order to make the D&M success model more relevant to the Belizean context two more constructs were added. They were Complimentary Technology and Computer Efficacy. The D&M model explains that the factors of information quality, service quality and system quality will influence the level of use of the M.I.S and the level of user satisfaction. Having high levels of use and user satisfaction, the M.I.S will then reflect high levels of net benefits. It was seen important to include complimentary technology and computer efficacy in this study because in Belize internet speed and computer literacy are still in its development stage and can affect the perceived net benefits of any given M.I.S.

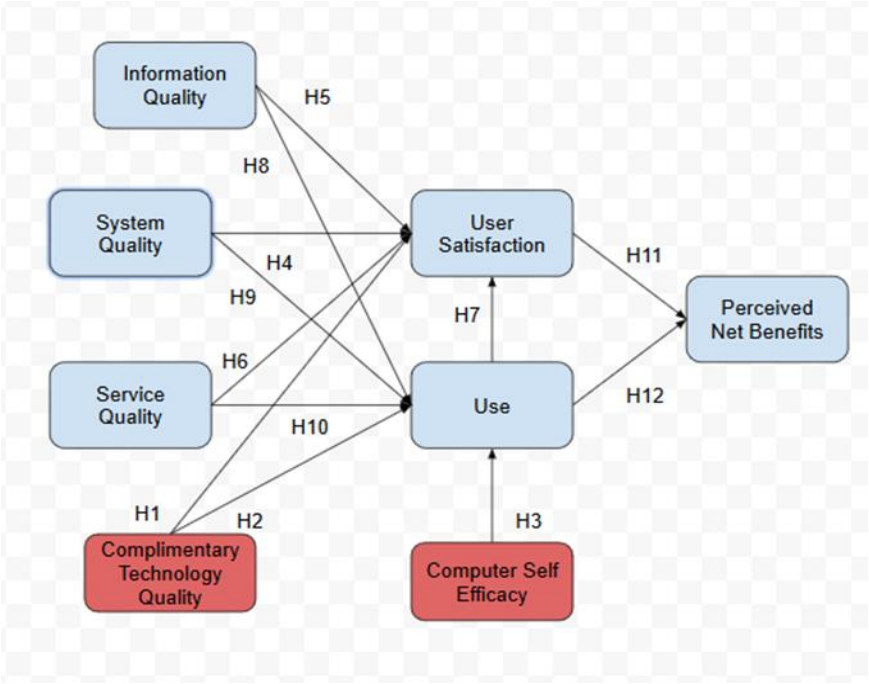

Figure 1: DeLone & McLean Information System Success Model

Construct Measurement

In order to complete the study and prove its success, existing measurement scales from the collection of quantitative research were used. The questionnaire consisted of eight (8) constructs obtained from credible researchers whom have proved all constructs validity. All constructs vary in the number of questions that would be asked. The scale ranges from 1 to 7, a rating of 1 means it is disagreeable (1- being the lowest) and 7 which means it is agreeable (7- being the highest). The first construct is Information Quality by Bailey and Pearson (1983), it consists of seven questions to measure the system success. The second construct is System Quality by Alshibly (2011). It consists of four (4) questions. This construct perfectly labels the extend and standard to which the system is being deliver. The third construct is Complementary Technology Quality. It was developed by Teece, D. J. (1988); itvconsist of four (4) questions. This section allows the researchers to identify what other variables could contribute the unsuccessful use of the system. The forth construct was developed by Compeau, D. R., & Higgins, C. A. (1995). This construct is Computer Self Efficacy, which helps to identify how employees can cope with the use of the system. The fifth construct focus on Service Quality by Chang, Wang, &Yang (2009). This construct was developed to ask four (4) major questions concerning the quality of the service provided by the system. The sixth construct is User Satisfaction developed by Seddon & Yip, (1992). It is also composed of four (4) questions. The seventh construct is Use by Balaban, (2013); Rai & Welker, (2002) and it consist of four questions. Lastly, Perceived Net Benefits by AlShibly, (2011); Tansley, Newell, & Williams, (2001). This construct consists of eight (8) questions.

Measurements from Questionnaire		
Construct	**Survey Questions**	**Source**

Information Quality	IQ1: Room Master Reservation System provides information that is exactly what you need IQ2: Room Master Reservation system provides information you need at the right time IQ3: Room Master Reservation system provide information that is relevant to your job IQ4: Room Master Reservation system provides sufficient information IQ5: Room Master Reservation system provides information that is easy to understand IQ6: Room Master Reservation system provides up-to-date Information	(Bailey & Pearon, 1983)
System Quality	SQ1: Room Master Reservation System is easy to use. SQ2: Room Master Reservation System is user-friendly. SQ3: Room Master Reservation system provides high-speed information access. SQ4: Room Master Reservation system provides interactive features between users and system.	(AlShibly, 2011)
Complementary Technology Quality	CTQ1: The software on the device (desktop computer, laptop) used to access the Room Master Reservation System is adequate. CTQ2: The device hardware (desktop computer, laptop) used to access the Room Master Reservation System is adequate. CTQ3: The speed of the Internet connection used to access the Room Master Reservation system is adequate. CTQ4: The reliability of the Internet connection used to access the Room Master Reservation System is adequate.	Teece, D. J. (1988**)**
Computer Self Efficacy	CSE-1 .... if there was no one around to tell me what to do as I go. CSE-2 .... if I had never used an information system like it before. CSE-3 .... if I had only the information system manuals for reference. CSE-4 .... if I had seen someone else using the information system before trying it myself. CSE-5 .... if I could call someone for help if I got stuck. CSE-6 .... if someone else had helped me get started. CSE-7 .... if l had a lot of time to complete the job for which the Room Master Reservation System was provided. CSE-8 .... if I had just the built-in help facility for assistance.	Compeau, D. R., & Higgins, C. A. (1995).

	CSE-9 .... if someone showed me how to do it first. CSE-IO.... if I had used similar information systems before this one to do the same job.	
Service Quality	SV1: The support staff (Nancy from TBSL, I.T technician and Management) keep the Room Master Reservation System software up to date. SV2: When users have a problem, the Room Master Reservation System support staff (Nancy from TBSL, I.T technician and Management) show a sincere interest in solving it. SV3: Room Master Reservation System support staff (Nancy from TBSL, I.T technician and Management) respond promptly when users have a problem. SV4: Room Master Reservation System support staff (Nancy from TBSL, I.T technician and Management) tell users exactly when services will be performed.	(Chang , Wang, & Yang, 2009)
User Satisfaction	US1: Most of the users think the Room Master Reservation System is useful. US2: You think that the Room Master Reservation System is useful. US3: Room Master Reservation System has met your expectations. US4: You are satisfied with the Room Master Reservation System.	(Seddon & Yip, 1992)
Use	U1: Daily use of the Room Master Reservation System is high. U2: You depend on the Room Master Reservation System to do your job. U3: You were able to complete a task using the Room Master Reservation System even when there was no one around to tell you what to do. U4: You have the knowledge necessary to use the Room Master Reservation System.	(Balaban, 2013);(Rai & Welker, 2002)
Perceived Net Benefits	NB1: Room Master Reservation System helps you improve your job performance. NB2: Room Master Reservation System helps the organization save cost. NB3: Room Master Reservation System helps you save time. NB4: Room Master Reservation System helps the organization achieve its goal. NB5: Using Room Master Reservation System improves	(AlShibly, 2011); (Tansley, Newell, & Williams, 2001)

	assessment and training NB6: Using Room Master Reservation System increases my productivity. NB7: Room Master Reservation System helps you improve your financial planning. NB8: Overall, using the Room Master Reservation System enhances recruitment and performance management.	

Table 1: Constructs and Questions Used to Identify System Success

Data Analysis

In the case of an organization in the hospitality industry, that makes use of a reservation and property management system, the results of the data collected is as follows.

Female participants represented a 60% of the study while there was a 40% representation from the males. According to the study, there is a 17 % between 18 to 23, a 40% of the employees between the ages 23 to 28, 27% between 28 to 33, 13% of respondents are between 33 to 38 and a 3% 43 and over. The sample size consisted of employees whom had successfully completed high school (40% of the respondents), an associate's degree (50% of the respondents) or a bachelor's degree (10%).

Gender	Age	Education	Working Experience	Department
1 - Male	1 - Less Than 18	1 - Less than a Primary School Certificate	1- Less than 1 year	1- Reservation
2- Female	2 - From 18 to 23	2 - Primary School Certificate	2 - From 1 to 4 Years	2- Accounts
	3 - Over 23 to 28	3 - High School Diploma	3- From 5 to 10 Years	3- Front Desk
	4 - Over 28 to 33	4 - Trade School Diploma (ITVET/ CET/ ANRI/ other Technical School Diploma)	4- Over 11 to 15 Years	4- Concierge
	5 - Over 33-38	5 - Associate's Degree	5- More than 15 Years	5 - F &B
	6- Over 38-43	6 - Bachelor's Degree		6 - Other
	7- Older than 43	7 - Master's Degree		

Table 2: Respondents Characteristics

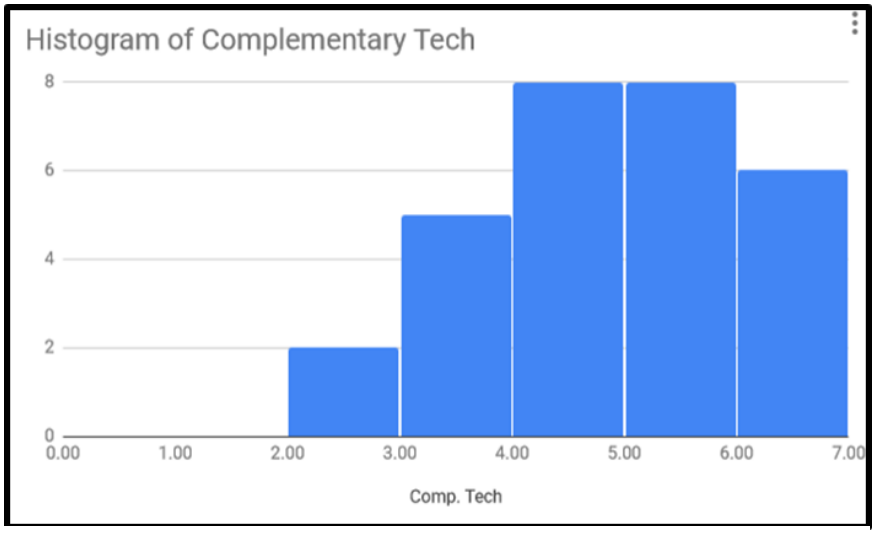

Figure 2: Histogram illustrating the ratings given for Complimentary Technology buy users

The Y axis of the histogram is the number of users and the X axis the scale on which users rate their level of agreeableness, 1 is disagree and 7 is agree. Figure 2 illustrates that seven of the 30 users were closer to disagreeing on the effectiveness of the Complimentary Technology of the RPMS used by the organization. 16 of the 30 users were between 4-6 on gearing closer to agreeing on the effectiveness and 7 of the 30 completely agreed.

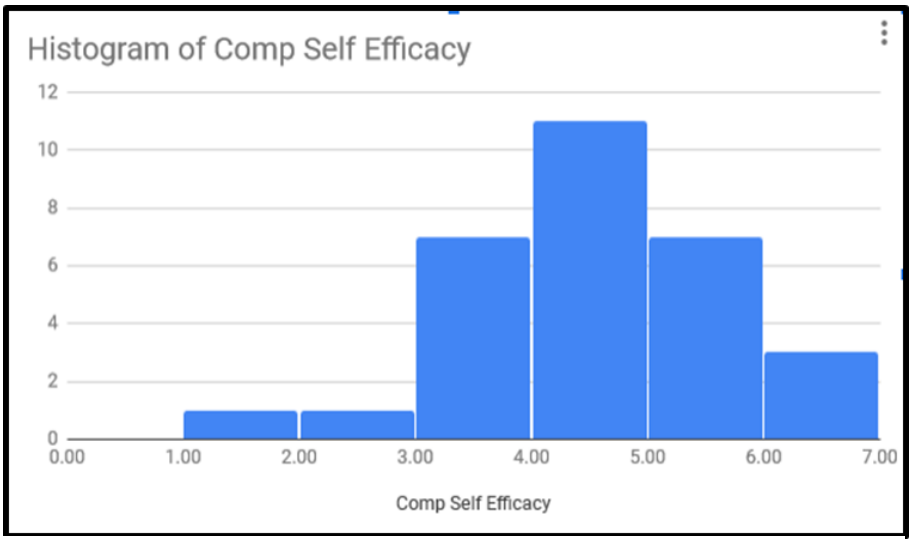

Figure 3: Histogram illustrating the ratings given for Computer Self-Efficacy by users

Figure 3 illustrates that 2 of 30 respondents' ratings between 1-3, disagree on their level of computer self-efficacy to perform task on the RPMS. 7 of the 30 gave rating between 3-4, whereby they remained neutral on their decision, 18 of 30 gave ratings between 4-6 leaning towards more agreeing on their ability to perform tasks on the RPMS, and 3 of the 30 completely agree on their level computer self-efficacy to perform task on the RPMS.

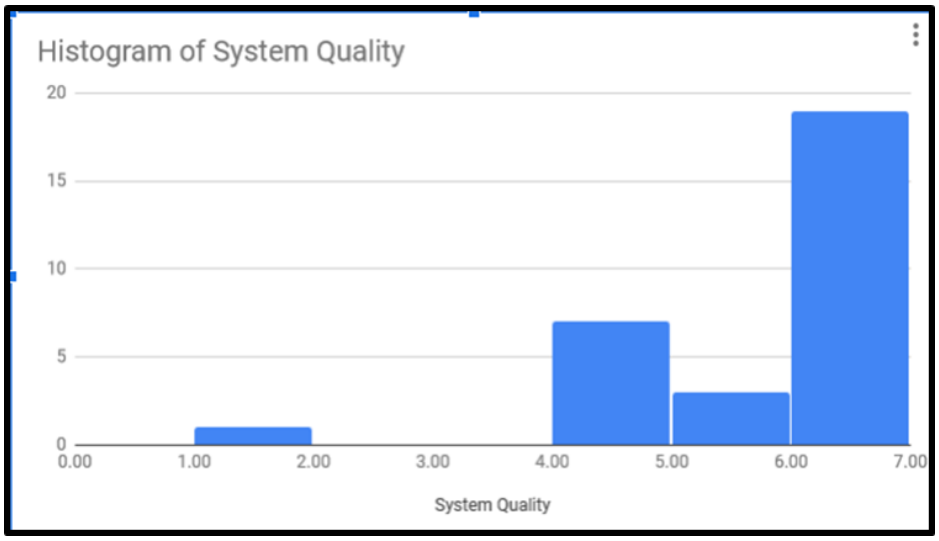

Figure 4: Histogram illustrating ratings given for System Quality buy users

Figure 4 illustrates 1 of the respondent rating the system quality poor with a rating between 1-2. 7 of the 30 respondents gave a favorable rating between 4-5, 3 respondents gave a more favorable rating between 5-6 and majority of the respondents (19 of 30) gave highly positive ratings to the system quality of the RPMS.

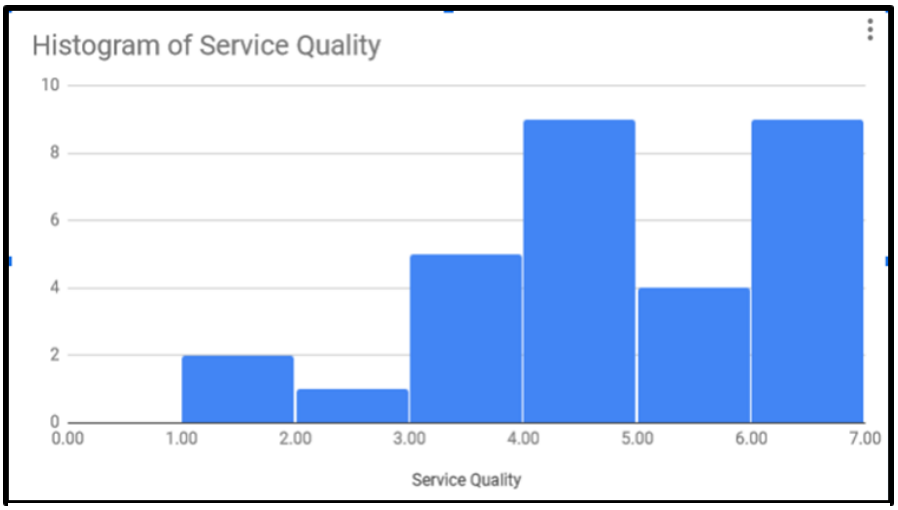

Figure 5: Histogram illustrating the ratings given for Service Quality by users

Figure 5 illustrates the responses for this construct a bit more scattered than the others do. 2 respondents gave poor ratings between 1-2, 1 respondent gave a rating of 2-3, 5 respondents remained neutral in their decision, 9 respondents gave favorable responses with rating between 4-5, 4 respondents gave more favorable ratings between 5-6 and 9 respondents gave highly positive ratings between 6-7. The service quality for the RPMS is dependent on its support staff, and not every employee is aware of who makes up the support staff and their responsibilities to the RPMS. Some members of the support staff are highly dedicated and committed to the efficient performance of the RPMS while others are not.

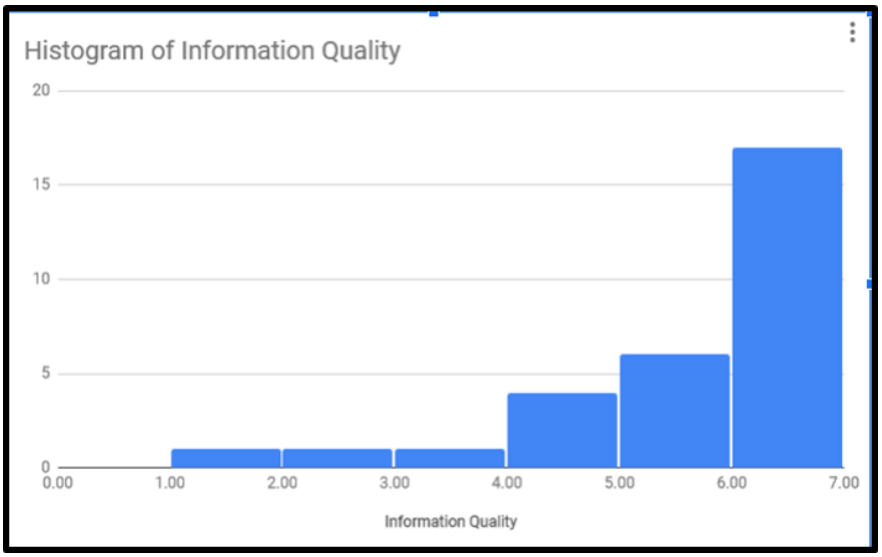

Figure 6: Histogram illustrating the ratings given for Information Quality by users

Figure 6 illustrates the responses for Information Quality to be skewed to the right, providing increasing favorable responses for the construct. 1 respondent rated the construct poorly with a rating between 1-2, 1 gave a rating between 2-3, 1 rated between 3-4, there was an increase in the rating of 4-5 with 4 respondents, 6 rated between 5-6 and a significant amount of 17 respondents responded highly positive on the Information Quality construct of the RPMS. The reason for the low rating from the 3 respondents rating between 1-4 can be due to the department they work.

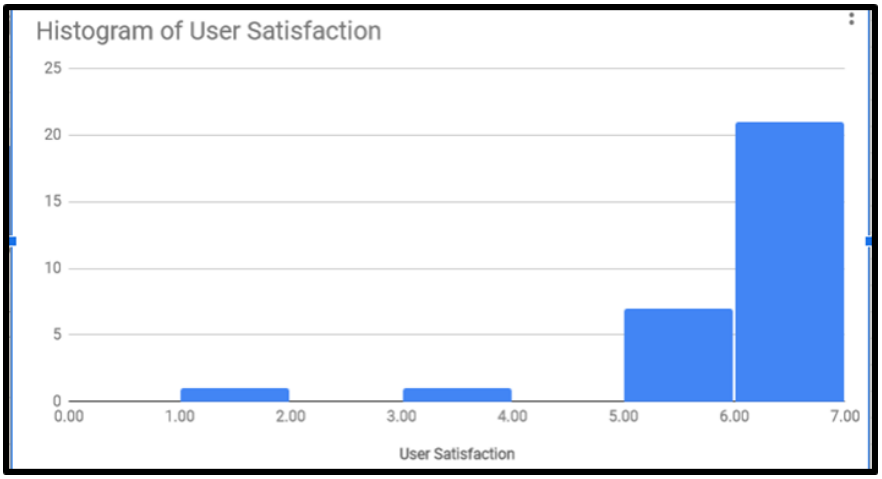

Figure 7: Histogram illustrating the ratings given for User Satisfaction by user

Figure 7 provides information on user's level of satisfaction with the RPMS. The histogram clearly illustrates more users are satisfied compared to unsatisfied. One respondent rated the construct poorly, 1 responded remained neutral in their decision and 28 respondents gave highly positive ratings between 6-7.

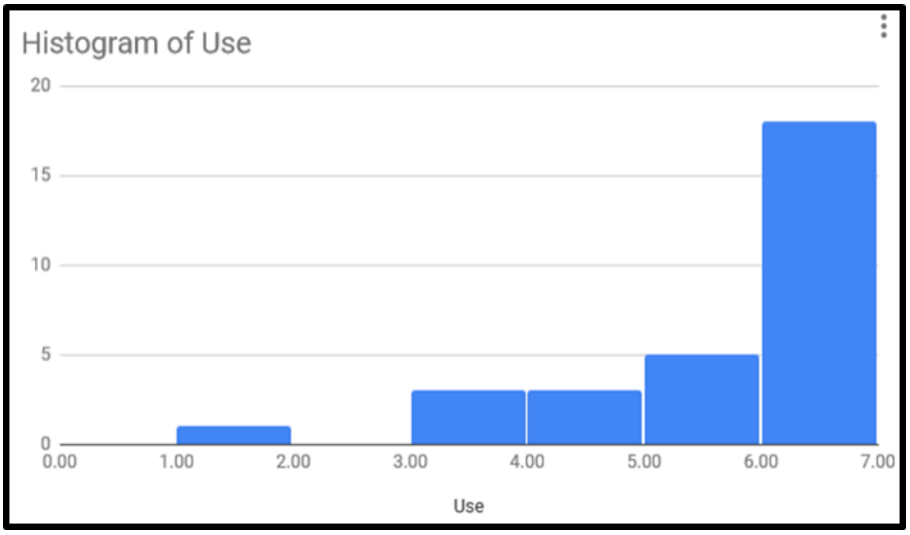

Figure 8: Histogram illustrating ratings given for Use by users

Figure 8 illustrates the level of use employees have on the RPMS. 1 respondent rated the construct poorly, signifying he/she doesn't have much use for the RPMS. This could have been someone in Housekeeping department, who only accesses the system when the Front Desk department fails to provide them with information they need in a timely manner. 6 respondents remain neutral in their decision giving a rating between 3-5. These could have been employees in the Food and Beverage department who only need to retrieve information from the system on a weekly basis in order to do forecasting, but their overall job does not depend on using the system. 23 respondents provided ratings illustrating high levels of use of the RPMS. These respondents are clearly individuals in the Reservations, Front Desk/ Concierge and Accounts department.

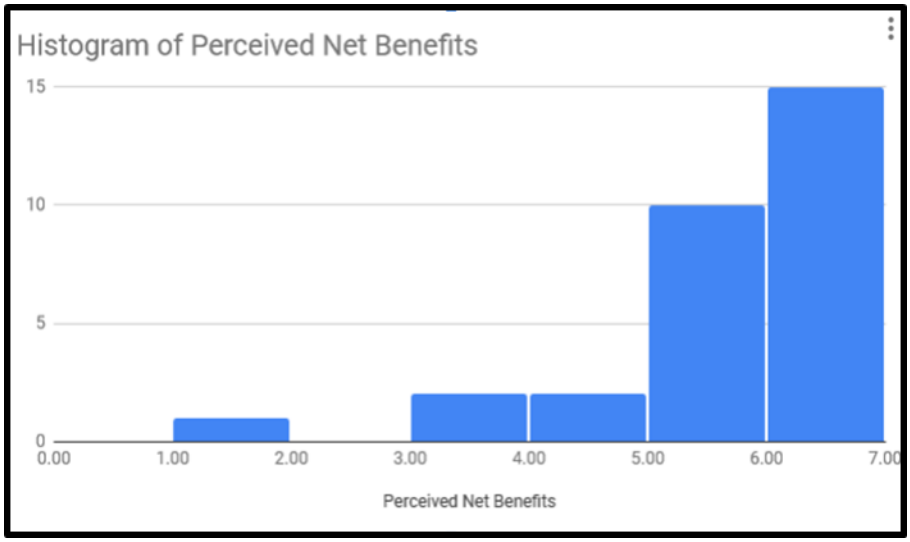

Figure 9: Histogram illustrating the ratings given for Perceived Net Benefits by users

Figure 9 illustrates a histogram that is skewed to the right, reflecting that employees perceive the net benefits of the RPMS are to highly positive. 1 respondent gave a poor rating, 4 remained neutral in their decision and a total of 25 rated positively between 5-7.

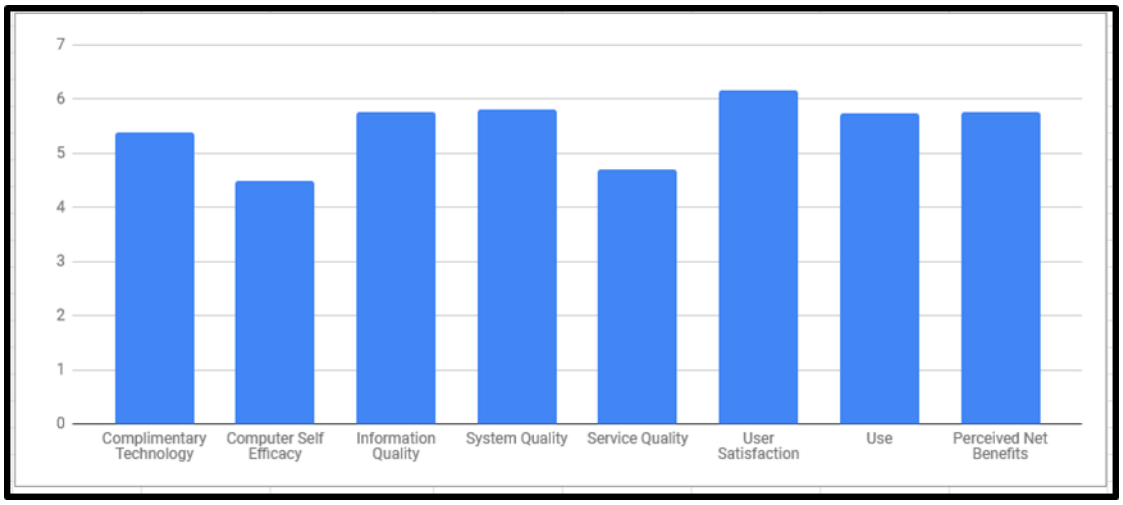

Figure 10: Histogram illustrating average ratings for all constructs

Figure 10 illustrates all 8 (eight constructs) and the average rating given by users. The construct of Complimentary Technology received an average rating of 5.38, Computer Self Efficacy received an average rating of 4.49, Information Quality received 5.75, System Quality received 5.80, Service Quality rating was 4.69, User Satisfaction was 6.17, Use was 5.74 and Perceived Net Benefits received an average rating of 5.76.

The construct of Computer Self-Efficacy received the lowest score of all constructs. At an average rating of 4.49, the users of this M.I.S remained neutral when answering questions on their ability to use the system. It was important to look deeper into this construct and identify why users were not responding favorable to their ability to utilize the M.I.S. The employees that use make most use of this M.I.S are those in Reservation, Front Desk and Concierge Department, these departments experience a high turn-over rate and most of the employees have been working with the organization for under a year and some just a bit over a year. Upon being hired, most of them had no experience in working with an M.I.S like the one that exists at the organization and had to undergone training.

The construct of service quality has the second lowest ranking standing at an average of 4.69. This suggests that the support staff for M.I.S may be doing something wrong. At this organization, the support staff consists of the local agents of the RPMS, a freelance I.T technician and the General Manager. The RPMS is a system that is available in Belize and has its own local agents who offer training and technical support to all of their customers. They keep the software updated to time (upon making payment for updating and covering maintenance fees) and are always available to offer assistance on how to use the software and repair glitches. However, prior to the local agent providing their services, the General Manager must be notified and approval is given base on the urgency of the problem. The organization does not have a permanently employed I.T technician that is dedicated to only the I.T needs of the organizations alone. Therefore, this can be a problem when there are system failures, because there is not someone readily available to look into the matter immediately. Any technical difficulties being experienced within the organization must be passed unto management so they decide how they will go about remedying the situation. The appointed freelance technician cannot be contacted by any other member of staff to repair system failures unless instructed by upper management. In events when upper management is not available to make such decision, repairing system failures can last from between a few hours to a few days.

The construct of Complimentary technology has the third lowest ranking of 5.38. This criterion questioned users on the appropriateness of the devices they use the M.I.S and the quality of their internet speed. Base on the results, it reflects that the appropriateness of device used and the quality of internet speed affects the effectiveness of this M.I.S. The organization receives internet services from two internet providers; this is as a means to have a backup in the event one is failing. The devices on which all users'

access the M.I.S is from a desktop computer, which are all fully functional. When it comes to internet connection and appropriateness of device for the use of the M.I.S, what the organization equips its employees with is suitable. However, the factor that is crippling the efficiency of the complimentary technology at this organization is the I.T server that networks all the devices, software and internet connection. There is not a day that passes by without the I.T server malfunctioning. It either runs software programs very slow or shuts down on its own due to over-heating. When this occurs, it paralyses the 30+ employees that work from a computer.

The Information Quality and System Quality of the M.I.S received more favorable ratings, standing at 5.75 and 5.80 respectively, this suggests that the system provides employees with the information they need to carry out their jobs and it is easy to use.

The perceived net benefits of the M.I.S is surprisingly a bit lower than the Use and User Satisfaction rating. According to the D&L model if these two factors are high, then the perceived net benefits should be at an average of these two. With an average rating of 5.74 (Use) and 6.71 (User Satisfaction), Perceived Net Benefits should fall somewhere in the area of 6.22. Instead, in this case it fell short standing at 5.76- a bit below the average. Flashing back at the previous constructs, the low scores on Complimentary Technology, Computer Self Efficacy and Service Quality may have been influencing factors on the rating Perceived Net Benefits received.

Results

Results were obtained from carrying out a survey using a sample size of 30 respondents. The data was analyzed using Google Sheets to insert data, evaluate and analyze what employees at this resort think about the information system in place. Using the DeLone & McLean model (2008, 07), with its 6 constructs and the two additional ones that were implemented to be relevant to the Belizean context, this study provided valuable information on the success of the M.I.S used at this organization. The findings are based on the constructs of Complementary Technology, Computer Self-Efficacy, Complimentary Technology, Information Quality, System Quality, Service Quality, User Satisfaction, Use, and Perceived Net Benefits. The results show that Complementary Technology, Information Quality, System Quality, User Satisfaction, Use, and Perceived Net Benefits are effective measures of the RPMS. The Perceived Net Benefit is dependent on use, and user satisfaction, which in our findings the results were high. System quality measures the ease of use, user-friendly, and manageable, which all assist the employees' purpose. The results clearly indicate that the overall effects of Complimentary Technology, Information Quality, System Quality, User Satisfaction, Use and Perceived Net Benefits are significantly greater than those of Service Quality and Computer Self Efficacy. In relation to the data analysis, we noticed that majority like the service and information quality that the RPMS provides. The two additional constructs of Computer Self-Efficacy and Complimentary Technology provided valuable and realistic data in the Belizean context. With Computer Self-Efficacy given the lowest score, it portrays that users for the most part lack knowledge on how to use the system.

Summary

Thirty questionnaires were issued out to employees who make most use of the system. The females have a higher representation in this work place, which consisted of 60% of the respondents. On the other hand, males consisted of only 40%. Furthermore, 40% of the participants were aged 23 – 28 years, approximately 27% of the participants were 28-33 years, 17% were 33-38, 13% of the participants were 33-38 and 3% of the participants were older than 43 years. In addition, 50% of the participants had completed their tertiary level in Associates, 40% had completed their High School and 10% had a Bachelors' Degree. To add, under working experience, 47% of the participants had 1-4 years of working experience, 23% had less than a year, 24% had 5-10 years of working experience, 3% had 11-15 years working experience and 3% had more than 15 years of working experience. Lastly, 63% of the participants were from the Front Desk department, 20% from Accounts department, 10% from Food and Beverage department and 6% of the participants were from the Concierge Department.

In addition, the four highest elements that were evaluated are User Satisfaction, System Quality, Perceived Net Benefits and Information Quality. Each having approximately 6.17, 5.8, 5.76 and 5.75 respectively. These results are out of 7, which shows that this system does have benefits in the employee's performance. Furthermore, the employees found the information system to be very beneficial. This result can be seen in Figure 9, where the construct of Complimentary Technology received an average rating of 5.38, Computer Self Efficacy received an average rating of 4.49, Information Quality received 5.75, System Quality received 5.80, Service Quality rating was 4.69, User Satisfaction was 6.17, Use was 5.74 and Perceived Net Benefits received an average rating of 5.76. The construct of Computer Self-Efficacy received the lowest score of all constructs. At an average rating of 4.49, the users of this Information System remained neutral when answering questions on their ability to use the system. The reason was that this resort experiences high turn-over rate and as a result, they are not familiar with this reservation system. On the other hand, the highest construct was User Satisfaction with 6.17. Having high levels of user satisfaction with the information system will reflect high levels of net benefits.

Conclusion

The main purpose of this research was to evaluate the Benefits of the M.I.S at a popular tourist resort. Using DeLone & McLean Information System Success Model, and the two additional construct to make the study relevant to Belizean context, the information was more viable and realistic. This research concludes that the DeLone & McLean success model is an effective structure to utilize when testing for the success of an M.I.S at a given organization. An M.I.S must be used to its full potential and with all relevant complimentary technologies, self-efficacy by users and commitment of support staff must be present for it to be successful. In the case of this organization, the structure and management policies also influence the success of the M.I.S

Recommendations

The RPMS being used at the organization is undoubtly one that does provides net benefits to the employees and the organization. The low scores gathered from the construct of Computer Self-Efficacy is not one that can be fully controlled internally by the organization to improve it. Belize is a country that is slowly increasing the use of M.I.S and with time and development; more employees will become knowledgeable on how to use them. What this organization can do is it to continue offering training to new employees to get familiar with the system prior to having them work independently. The other construct that obtained low scores was that of Service Quality. This construct can be controlled internally by the organization to improve it. It is recommended for upper management to hire a permanent I.T technician that will be fully responsible solely to the I.T needs of the organization. One of the primary tasks of the I.T technician would be to analyze the health of the server they have networking the entire system and repair or find a replacement for it. Another recommendation for upper management would be to delegate responsibility and authority to another member of staff to make decisions concerning I.T issues. Having another decision maker on site when upper management is not available would speed up the rate at which I.T issues are dealt with.

Limitations

Overall, there were no significant limitations in carrying out this study. The General Manager and the employees were willing and open to provide information on their RPMS and to answer the questionnaire. Upper management's only request was to keep the identity of the organization and the name of the RPMS they use unknown.

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Appendix