

**CONTRIBUTION OF HUMAN CAPITAL MANAGEMENT
INFORMATION SYSTEM ON ORGANIZATIONAL
PERFORMANCE:
A CASE STUDY OF USHETU DISTRICT COUNCIL IN
SHINYANGA REGION**

**By
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**A Dissertation Submitted in Partial Fulfilment of the Requirements for Award
of Degree of Master of Science in Human Resource Management of Mzumbe
University**

2016

CERTIFICATION

We certify that we have read and hereby recommend for acceptance by the Mzumbe University, a Dissertation entitled **Contribution of Human Capital Management Information System on Organizational Performance: A Case Study of Ushetu District Council in Shinyanga Region** submitted in partial fulfilment of the requirements for award of the degree of master of Science in Human Resource Management of Mzumbe University

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DEDICATION

I dedicate this work to my beloved parents, Mr. and Mrs. Ndaro Joseph who have devoted much of whatever they have for my education and my life's achievement, without their encouraging word and effort to support me this work would not have been successful. Also to my classmates of Msc. Human Resource Management for their support I pray for them that God give them happy and successful life forever. May Almighty God bless them all, Amen!

LIST OF ABBREVIATIONS

CHRIS		Computerised Human Resource Information System
CHRMIS		Computerised Human Resource Management Information System
DED	-	District Executive Director
HCMIS	-	Human Capital Management Information System
HOD	-	Head of Department
HR	-	Human Resource
HRIS	-	Human Resource Information System
HRO	-	Human Resource Officer
IT	-	Information Technology
LGA	-	Local Government Authority
MIS	-	Management Information System
PC	-	Personal Computer
PSRP	-	Public Service Reform Programme
SPSS	-	Statistical Package for Social Science
UDC	-	Ushetu District Council
VEO	-	Village Executive Officer
WEO	-	Ward Executive Officer

ABSTRACT

The study aimed to explore the contribution of Human Capital Management Information System on the performance of the organization, Ushetu District Council being the case study. More specifically; the study wanted to hit upon the contribution of each factor of Human Capital Management Information System on the performance of Ushetu District Council, to explore the employees' level of satisfaction with Human Capital Management Information System and to identify the challenges of using Human Capital Management Information System at Ushetu District Council. Purposive sampling, Quota sampling and Simple random sampling were used to obtain a sample size of 90 employees which were 5% of all employees from the district. The data was collected through interview and questionnaire method and then the data were analyzed through quantitative and qualitative methods.

The results found that Human Capital Management Information System is positively used in the council as a device to attain greater administrative efficiency by adding value to the overall organization performance. However, all of its contributions are difficult to compute because the strategic impact of Human Capital Management Information System is still not been fully recognized, the thing which is preventing the system to be used in its full potential. Only the user department perceived HCMIS useful as they are satisfied with the system.

Overall research study provides valuable insights into the better understanding of the contribution of Human Capital Management Information System and performance success. The study recommend the council to conduct seminars and training sessions on how to use information systems so that the objectivity of the system could easily be captured amongst the user department, more attention should be given to the local government authorities and the beneficiaries of Human Capital Management Information System at Ushetu District Council. The Policy implication resulting from the research findings of this study is that the policy makers should redesign records management policy such that the electronic records management system should be compulsory for all LGAs in URT so as to promote efficiency and effectiveness in information system management arena.

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CHAPTER ONE

BACKGROUND INFORMATION

1.0 Introduction

This chapter consists of background, statement of the problem, general and specific objectives and research questions, significance of the study, limitations and delimitation of the study.

1.1 Background

Improving effectiveness and efficiency for Human Resource Management (HRM) has been a challenge in developing countries. Following global competitive environment, the significant demands of many organizations has led to change in functional, planned, as well as in tactical methodologies for more competent and successful performance gain. Many well performing and competitive organizations have moved from paper based to Computerized Human Resource Management Information Systems (CHRMIS) (Spalding, 1998, Kornkaew, 2012). Computerized Management Information Systems (CMIS) have significantly improved the effectiveness and efficiency in business administration (Murthy, 2006) including use of electronic ways of delivering services and business in general to strengthen project partnership, private together with public organizations, plus deliberate achievement of the entire company (Hevner *et al*, 2004). Human Capital Management Information System (HCMIS) adds to performance of the organization because it compiles mans' ability, equipments, measures and electronic tools to aid in executing a variety of company's errands on different stages/ ranks within the organization (Tripathi, 2011).

Among the CMIS alternatives there is one of kind which has been modified specifically for human capital management, namely Human Capital Management Information System. HCMIS is used to keep employees' information especially in our Local Government Authorities (LGAs). It assures the organization with necessary and complete information on time by lowering the costs (Kassam, 2013).

In other words HCMIS can be referred as a methodical means of gathering facts and records of every worker within the organization so as to assist the organization in forecasting the demand and supply of Human Resources (HR) for the future use of the organization, conclusion construction as well as communicating the proceeds and feedback news to outdoor stakeholders (Jahan, 2014). Kassam (2013) also argued that HCMIS is an incorporated tool that collects, accumulates and utilizes the necessary bio details and particulars concerning the company's workforce. It presents the details that are needed in running variety HR functions which might act as basic staffs' catalogue along with financial earning forums, also would fit comprehensively to embrace other activities as staffing, learning through the web routine administration as well as compensation (Kassam, 2013). HCMIS can exist by network supporting entrance and instant access to website.

Successful (HCMIS) is much further than handing out salary administration as well as capturing staffs rewarded period rotten. This is more concerned of demand forecasting, utilization of the labour force, hiring as well as maintaining the best staffs headed for successfulness of the company's goals. This is more concerned with aligning all the facilities and activities related by means of individuals and performance so as to compose tactical conclusions. It concerns on getting better the market, competence together with success of any confined regime so as to deliver quality services to its entire people (Hur, 2007).

In Tanzania HCMIS was first initiated in 1995 as a component of the Public Service Reform Programme (PSRP). It plays a very important role in managing human capital in an organization. Before the introduction of the CHRIS in Tanzania, the LGAs were using former paper-based records, which also still an important source of information (Kassam, 2013). HCMIS maintains development, supervision, direction and managerial decree. This structure enhances purposes like assortment and replacement, ingestion along with teaching projections, professionalism, quality supervision and output assessment. HCMIS increases managerial competence and generates report capable of improving decision-making (DeSanctis, 1986). Due to economic decline and poor performance of its public services experienced by the late 1980s, the government of Tanzania launched a Civil Service Reform Program

(CSR) in 1991 to deal with the problems. The general intention of the CSR was to attain a slighter, reasonable, fine remunerated, efficiently and successfully ambitious public provision.

There was a need to introduce the so called Computerized Human Resource Information System so as to solve problems like poor planning, poor performance, and forecasting HR for the future needs of the organization. HCMIS has been introduced in Ushetu District Council (UDC). However, the contribution of the newly adopted computerized MIS had rarely been studied in Tanzanian context. This study was therefore geared to study whether there was an appreciable or visible contribution of performance in Ushetu District Council following the introduction of the HCMIS commonly known as LAWSON, version 9.

1.2 Statement of the Problem

HCMIS have significant advantage since it's a device through which directors apply to manage administrative tasks and adds to information management the competencies of the business (Tansley and Watson, 2000) for high performance (Milis and Mercken, 2002; Beaumaster, 2002). HCMIS is reported to be a useful tool in managing different functions within the scope of HR administration. Also, the usage of the system might vary depending to the specific HR used for different purposes within particular HR task as staffing with hiring, performance assessment, reward and remuneration, coaching and growth, health and safety, staff affairs and lawful concerns, result creation, development, maintenance and work-life equilibrium (Enshur et al., 2002).

Since the mid-1990s, the government of Tanzania established a chain of course meant for altering itself to flattering for further competent, successful and customer service delivery. Mainly, the PSRP consists of Management Information System (MIS) component with the purpose of laying the basics for electronic government, whereas sectoral reforms recognize and support the effective utilization of Information and Communication Technology (ICT) in their relevant areas. E-Government in LGAs is based on the National ICT Policy 2002 (Kassam, 2013).

The government of Tanzania introduced modern MIS in all LGAs to build a strong, well-managed and well controlled organization to reduce manual filing platform that had several constraints such as hard to search for employee information, misfiling, slower and security among others which led to poor economic development due to staff demoralization. Demoralization resulted from delays, inaccuracies, and information losses among others.

However, recent studies have demonstrated that electronic systems are accurate, absolute and quicker to access than manuscript files. For example, one of the studies in Indiana standard, electronic medical records was 40% more complete and 20% faster to retrieve (Tsai et al., 2007). In order to improve the human capital performance, Tanzania has installed LAWSON version 9 in its institutions as a tool for staff satisfaction (Lilian, 2010). Little is known about information regarding the contribution of LAWSON to improve performance of the governmental organizations. Hence, this study was geared to establish whether the introduction of an electronic information system known as LAWSON version 9 has had a significant contribution to improve the performance of the organizations using Ushetu staffs as a representative sample of civil servants. While understanding that assessing and examining company's performance pays a significant task in twisting the organization objectives to veracity.

1.3 Objectives of the Study

1.3.1 General objectives

To determine the role played by the HCMIS in governmental organizations and how they affect the performance of the organizations.

1.3.2 Specific objectives

Examining the contribution of HCMIS on organization performance is essential for the organization to recognize its strategic and operational goals, by taking into considerations the available knowledge on performance indicators and how they are related. Being aware of these goals is a prerequisite of taking measures for the employees' satisfaction. Here are the specific objectives of the study;

- i. To identify the contribution of Human Capital Management Information System factors on the performance of Ushetu District Council.
- ii. To explore the employees' level of satisfaction with Human Capital Management Information Systems;
- iii. To identify the challenges of using Human Capital Management Information System at Ushetu District Council.

1.4 Research Question

With regard to the specific research objectives, here is a set of the research questions which address the specific objectives of the study.

- i. What are the contributions of Human Capital Management Information System factors on the performance of Ushetu District Council?
- ii. Are the employees of Ushetu District Council satisfied with human capital management information system?
- iii. What are the challenges of using human capital management information system at Ushetu District Council?

1.5 Delimitation of the Study

The study focal point was Ushetu District Council, whereby the investigation focused on examining the contribution of HCMIS on the performance of governmental organizations, UDC being the case study. The case study design was been selected to guide the study since it wasn't easy to cover all districts in Tanzania due to the limited time and financial constraints.

1.6 Significance of the study

The study will be used as partial fulfilment of requirement for the award of degree of Master of Science in Human Resource Management of Mzumbe University. It is one among the partial requirements of any student pursuing a Master Degree of Science in Human Resource Management of Mzumbe University to conduct a research study.

Furthermore, the information from this study will also be beneficial and usefully guidelines to policy makers and planners at various levels in the country. The recommendations and the challenges from the study findings would benefit the policy makers and planners in various levels in such a way that the study is relevant for sustainable progress in the scope of human resource information systems.

Additionally, the study will be relevant to academicians and other students undertaking same field on matters patterning Lawson especially on performance and challenges facing the system. The study findings will be useful to the academicians and other students of Mzumbe University and elsewhere conducting their studies on various information systems.

1.7 Limitations of the Study

In quantitative or qualitative studies, obstacles are inevitable. Lying on the course of learning the researcher met the following limitations.

- i. Confidentiality to display some information and publications available on the subject matter studied. However, the researcher requested for assistance from the senior human resource officer who offered mutual support and relevant data to the subject matter studied.
- ii. Lack of good standard to determine the accuracy of the data collected.
- iii. The study was costful in terms of time and funds. The researcher met shortages in terms of resources and time to better run the study.
- iv. Staffs characteristics. Some of the employees were unwilling to fill the questionnaires pretending they were busy with some other activities. A

senior human resource officer was consulted for a help and convincing power to make the interviewees aware of the merits of the study.

In resolving the limitations listed above, the researcher asked for assistance from the senior human resource officer, who offered mutual support and other relevant information which was relevant and useful to the study objectives. Also to ensure the accuracy of the data the researcher opted interviews and questionnaires to elicit deep and relevant facts from the interviewees. The case study design was employed to minimize the time and costs throughout the study; this is because it is not possible to conduct a study covering all the districts in Tanzania due to the financial constraints and time allocated to the research study. The senior human resource officer consulted, helped the researcher to obtain the relevant information to the study objectives.

1.8 Organization of the Dissertation

This dissertation is organised into five chapters. The first chapter presents an introduction, background of the problem, statement of the problem, research objectives, research questions, significance of the study, and study limitations. The second chapter reviews theoretical literature, empirical literature and conceptual framework; the third chapter discusses the research methodology; the fourth chapter presents and discusses the findings of the study, the fifth chapter gives the summary, conclusion and The sixth chapter provide summary, conclusion and the suggestions.

1.9 Operational definition of the key terms.

Term	Definition
HCMIS	This is an abbreviation for human capital management information system, which is the useful tool in the administration and management of information regarding the human resources available within the organization.
Organization	This refers to the unity or group of people who share the interests, values, norms and purposes/ goals and there people work together as members of one team to attain the stated objectives of the company.
Organization Performance	Refers to the strategic and integrated approach to bring success to an organisation by improving the performance of people and developing capabilities of teams and individuals. It is all about management of the people in terms of performance results within the organization.

CHAPTER TWO

LITERATURE REVIEW

2.0 Theoretical Literature Review

This part is based on theoretical literature review showing the contribution of other authors on the concept of HCMIS and management information system in general. There are different scholars who have discussed this topic as discussed.

2.1 Meaning of Concepts

2.1.1 The Concept of HCMIS

HCMIS refers to a folder with many sided organizational information system, it's none restricted to the workstation hardware and software functions which cover the knowledge branch of the scheme, it comprise the individuals, strategy, procedures and information essential for the administration of the HR functions (Hendrickson, 2003). Kovach et al. (2002) in their study on "Administrative and Strategic Advantages of HRIS", it was revealed that HRIS is a methodical procedure to gathering, accumulating, supporting, accessing as well as authorizing facts required by the business regarding its human capital, individual actions, along with the association among HRM and IT. Also, Lam et al., (2007), stated in their study that HRIS is a web based tool employed to gather, delight, analyse and access facts about the company's administrative assets. Furthermore, DeSanctic (1986) stated that HRIS combines HRM as an authority on testing fundamental HR actions and creator with the IT surroundings.

2.1.2 Organization

Daft (2001), referred an organization as communal units, objectively focussed, planned and intentionally controlled and matched action scheme, and related to outdoor background. He further insisted that individuals and the way they are interacting and related within and outside the organization are the most considerable basic elements of any organization.

2.1.3 Management Information System (MIS)

Management Information System (MIS) refers to advancement on the exercise and effective utilization of information systems which assists the organizations attain its stated aims and objectives (Kroenke, 2011). MIS is a recognized method of collecting, doing, breaking up and analysing the information prior to the business in a well-timed mode so as to well retain the administrators to perform well their tasks (Kroenke, 2011).

MIS uses total information resources in a way that enhance management decisions, provide mentoring, capabilities, and ensure accurate and timely performance feedback. It also acts as management tool because it transforms the data to support managers in every area of specialization (Holt, 1987).

AL-Gharaibeh and Malkawi (2013) argued that MIS is a guarded means of offering a history, currently as well as anticipated facts narrating to interior aptitude. Thus, chains the forecasting, managing the running purpose of the business through delivering standardized, quality and instant information that aids drawing the better results.

2.1.4 Systems and Information Systems

A system refers to a unit of elements which is a group of component that work together towards the realization of stated goals. Information System (IS) means a unit of sections which intermingle each other to generate facts. Kroenke (2011) also argued that an information system should compose a number of essentials like devices hardware and software, facts, measures as well as individuals. However, Turban and Volonino (2010) stated that a quality information system should be correct and precise, well-timed, appropriate, adequate and satisfactory and valuable

2.1.5 Management

Management refers to the state of reaching series of activities completed through others whether in groups or team work, by assuring these people with conducive and friendly working environment so that they can perform better footing for the organization success. (Kassam, 2013). Management can also be defined as an ability

of waving away the obstacles that undermines the employees' performance to attain the organizations objectives.

2.1.6 Lawson

Lawson, is a software that guides the administration and management of all human resource functions and activities within the organization, the software manages the employees information's from the very first appointment to expected retirement. It is software which helps managing the execution of duty of all employees within the organization. HCMIS is the product of Lawson which is an international Company that distributes the software and offers the initial operation check to 4000 client locations in industrialized, circulation as well as provision of initial running services crossways 40 states including the Government of Tanzania. Lawson, Version 9 refers to a latest network based tool which administers the payroll and stores all employees vital information and other particulars with the purpose of aligning all the human resource activities to the system so as to establish the efficiency of the system (Kassam, 2013).

2.1.7 Organization Performance

Organizations play a significant part in undergoing different routine programmes of the day, thus have an important part in our daily lives and therefore, when these associations are doing well they symbolize basic components for intermediate transforming states. Georgopoulos and Tannenbaum (1957) argued that organizational performance refers to the amount on which the degree to which the organization which is viewed as a social entity reaches the stated attainment of the organization goals. It is a deliberate method aiming to attain the organization success through getting better the act of the workforce by developing the individuals and encouraging team works.

2.1.8 Functions of HCMIS

HCMIS has been introduced on the way to facilitate the information scheme into captivating the measures and the guidelines for handling the institution's human capital along with the measures vital for the running of the devices hardware and

software functions with the intention of collecting, accumulating and whose purpose is to gather, store, and scrutinizing facts concerning an institution's HR division (see figure 2) Hendrickson, (2003). According to Boateng (2007) HCMIS tasks includes combining the technologies of HCMIS, promoting efficiency and effectiveness, increased IT-enabled processes which have impacts on HR practices. (Lengnick-Hall and Lengnick-Hall, 2003). Actually HCMIS (Lawson) is focused towards the HR division (Ruël et al., 2004), but its usage offers numerous advantages to HR functions, section managers and the organisation at large (Parry, 2009). The use of HCMIS provides a chance for HR practitioners to become strategic partner with top management. HCMIS makes HR duties more efficient and act as a better source of information for decision making (Beadles et al., 2005).

Nevertheless, HR department has to be aware of the existing setbacks of web technology and its association to the HCMIS backbone. Parallel to the most of the e-business projects, security of private HR information is given a top priority. Organizations which depend much on internet enabling of their HR functions should examine the validation, security, substantiation, access rules, and audit trail linked to vendor's networks, servers, and applications (Karakanian, 2000). Besides, there can be undesired and unanticipated impacts of HCMIS. Undesired impacts means, for example, to the raise of quantity but diminish of quality of applicants in e-recruiting (Strohmeier, 2009). Another essential element of utilising information systems (IS) is user satisfaction. This is a considerable indicator of IS achievement. Most of IS empirical researchers have considered user satisfaction as significant indicator of IS achievement and also the most popular measure of IS achievements due to its usefulness and simplicity in usage. In this literature, system and information features have been basic components on user satisfaction which is defined as the user's attitude towards an information system (Al-Shibly, 2011).

2.1.9 Development of HCMIS

Current technological advancements have led to a real-time information-based, self-service, and interactive work environment. Personal information systems have advanced from the former programmed employee recordkeeping of the 1960s into a more complex reporting and decision making systems. (Desanctis, 1986). Currently,

managers and subordinates responsible with the field of HRM react more rapid to changes due to presence automated and suitable accessible information for making decisions (Lengnick-Hall 2003).

Any human resources information system is essentially a constituent of the positions and skills in a given organisation. Nevertheless, HRIS is more than a simple tool for inventory control and accounting. It acts as a base of management tools assisting managers in formulating objectives for effective utilization of the human resources and to gauge the degree of achievement of those objectives (Al-Shibly, 2011).

Together with the rise of computerized MIS in developed states' enterprises in the 1980s HR duties progressively started to utilise HRIS in their daily activities. HCMIS was initially perceived as sub functions of MIS within the field of HR geared to sustain the "planning, administration, decision-making and direct activities of HRM. During the 1990s, HCMIS transformed into a more sophisticated system for supporting decision making in HRM parallel with along with the adoption of more complex HR practices targeted on a organisation's general performance objectives (Ostermann et al., 2008). Previously, IT had dramatically transformed the HR function as it offered support for administrative functions like payroll administration and attendance management. Currently, IT facilitates most of the recruitment activity's sub functions like long and short-term candidate attraction, pre-assessment and processing of applications or the contracting and on boarding of new employees, online job advertisements on organisation's web sites and internet job boards, online CV databases, variety of forms of electronic applications, corporate skill databases, applicant management systems, and information system supported workflows for the contracting phase are just examples of the different ways through which IS assist recruitment functions (Keim and Weitzel, 2009).

2.2 The benefits of the HCMIS

HCMIS signify a huge investment decision for all organisations regardless of their sizes; Lederer (1984) discussed that the accuracy and timeliness of HRIS is much important in case of operating, controlling and planning functions. Becker, and Gerhart, (1996) abridged five reasons why organisations have to utilize HCMIS: to

outcompete others by improving HR practices; to formulate a large number and variety of HR operations; to change the target of HR from the processing of transactions to strategic HRM; to make the human resources a constituent of HCMIS, and to restructure the whole HR function.

Computerized HCMIS function facilitates more rapid decision making, planning and administration of HR due to the simplicity of data storage, updating, classification and analysis. Apart from cost minimisation and productivity enhancement, HCMIS basically impacts revenue channels (Al-Mobaideen et al., 2013). In HR forecasting activity it is simple to track personnel gaps, the quantity and quality of the workforce and to plan future workforce demands with the aid of HR knowledge systems (Dessler, 2005).

HCMIS or HRIS can facilitate long term planning with information for workforce planning and supply and demand forecast; recruitment with information pertaining training programmes, salary forecasts, pay budgets and labour relations with information on contract negotiations and employee requirements (Al-Shibly, 2011). Another important function which is likely to be performed by HCMIS is risk and security management through adhering to private and highly sensitive individual data multiplatform security features which might be the most important factors to be adhered (Karakanian, 2000).

The potential utilization of e- services in delivering HR functions will offer an opportunity for the HR professionals to make more tactical decisions and that outsourcing of HR functions will release the HR professionals to execute premeditated actions (Kulik and Perry, 2008). Ulrich (2007) the HR supervisor gain advantage from HRIS, to perform the strategy in the business. The schemes helps the staffs run well their managerial tasks. This mean that staffs can further foresee the transactions at any time they are in need of since these schemes are automated thus the working hours is never maintained. Adding to their daily functions, HR practitioners HR experts are sometimes acting like proficiency executives through by organizing the individuals into the right arrangements in timely effective and efficiency manner within the scope of their newly strategic planning duties (Gürol et al., 2010). HCMIS has been reflected in the light of adding to general business

performance throughout the functions it serves as storing the data and instant access, thus serving as the initial managerial sustainable equipment, on giving report and exact figures/ information along with the agenda scrutinizing (Ostermann et al., 2008). HCMIS act significantly to any business to successfully control its HRs. Most of the institutions have implemented HCMIS to facilitate the daily operations of HR functions. HCMIS should support and assure the requirements of the business together with its clients/ beneficiaries so as to better accomplish the objectives (Noor and Razali, 2011). Preferably, the proper utilization of HCMIS needs a smaller number of people to execute the should be needed to perform organizational duties like safe keeping of documents, and an opportunity would be offered for the human resource directors to help through information sharing to the managerial rank.

2.3 HCMIS in Local Government Authorities in Tanzania

In today's context, many organisations especially in developing countries including Tanzania are having huge problems in the process of implementing their human resource information systems (HCMIS) while others do not have any Information Systems especially in villages and cities which are far from the big towns. Previously, HRIS facilitated recruitment and selection, supervision and finally leave-taking of staffs (Kassam, 2013). As time passes by its functionalities haven't yet been altered dramatically, rather the means through which the information's are collected and kept have been parallel with the technological development in the field of work, for instance an employee had to give in a paper application to the respective HR personnel. The application had various particulars which included person's name, gender, age, social security membership, candidates address, qualifications and marital rank and whenever necessary a brief record of the previous job (Kassam, 2013). These particulars were being kept in a HR database for easy accessibility once needed. Whenever a new employee was recruited and joined to the payroll, the HRIS would act as a reference in provision of necessary details and records required by the finance section for payment functions whereas some other details would be maintained by the HR subdivision in tracking appointment practices and staffing. During the years of 1980s office computerization had just started on the setting, and

HR competences merged as special category of office automation systems (OAS) (Kovach et al., 2002).

2.3.1 Theories underpinning Information Management

2.3.1.1 Big Bucket Theory

Abraxas (2012) provided big bucket theory of records management as it was initially advocated in the year 2003 by the U.S National Archives and Records Centre (NARA), the theory originally was termed “flexible scheduling” whereby the approach combines manuscript as well as electronic information into wide classifications/ buckets instead of tracking a long chain checklist, the individual staff categorizes their files by a handful of classifications. The big bucket theory aimed at simplifying records maintenance, hence advancing employee conformity and minimizing the threat of file misplacement and mismanagement. The author continues by suggesting that interrelated records and documents of the same functionalities can share a tin.

The strength of the Big bucket theory is practically on records retention scheduling principally on the managerial administrators and the information technology experts and the system analysts as it facilitates the well arrangement of records and ease the task engaged to constantly be relevant with the policy concerning retention to respected information resources. The files in the tin indeed require proper identification, documentation, storage as well as ease accessibility to the user department. The theory helps to understand the importance of keeping records accordingly and in accessible way for future use.

The weakness of the big bucket theory is that it is expensive, using big buckets habitually leads to extensive maintenance phase, which probably maximizes the expenses and risks. The lasting definite records require special attention and organization (Cisco, 2008).

The theory is a relevant approach to the organization particularly on records management towards developing a realistic, sensible, and maintainable practice for accommodation as well as organization of information resources at the same time rationalizing the hazards connected to circulation of records management.

2.4 Organizational Performance Evaluation

Organizational performance is the evaluation of how efficiently and effectively organizations are undertaking to accomplish the objectives stated. Kearney and Berman (1999) argued the similarity of the word performance and productivity as both considers the helpful and proficient utilization of resources to realize the results. Performance in the civil service has multiple definitions than productivity, since it's lead and gauged through numerous, important measures of competence, successfulness as well as the quality of fairness.

2.5 HCMIS Factors on Organizational Performance

In HCMIS these factors include fast tracked recruitment process information, timely salary and promotions, timely removal of resignation information, readily available and accessibility of retirement and death information.

2.5.1 Recruitment Process

With HCMIS this process can be processed in a minimal of point in time and speed up the recruitment process. Where by the traditional ways of recruiting was time consuming as it involved filling up of a candidates particulars in a special form, then the information is further sent to the government treasury ready for salary procedures and it took about 8 to 12 months for the procedures to be finalized and the candidate to receive his or her monthly salary as required. With the aid of HCMIS candidates particulars and information are being processed in a short time and being sent to public service and treasury within 3days and the next month a candidate has to receive his or her monthly salary as required.

2.5.2 Timely Salary

Computerized HRIS ensures timely salary accrued to employees. In so doing it considers the direct and indirect financial payments. Direct payments comprise wages, earnings, incentive, mission and pay supplements whereas, indirect payments includes the lawful concerns of payment, union pressures and rewarding guidelines.

2.5.3 Timely Promotion

HCMIS facilitates the activity of selecting the employees with appropriate credentials for promotion. It includes the in- service alteration of position from the low rank to the high rank within the organizations hierarchy of authority. Example in an institution like Mzumbe University, HCMIS can easily be adopted to pinpoint the prospective staffs with master degrees to be promoted to assistant lecturers or with PhDs to associate Professors, while with paper based systems this process could take a long couple of months.

2.5.4 Resignation Information

One among the area that HCMIS can perform is to ensure relevant, corrective and accurate information of its employees. By taking an example of an individual who is resigning from a particular position, through computerized HRIS the resignation information of that particular individual will easily be updated to the system in no time and corrective measures to be taken against the salary, allowances and other benefits the employee used to earn while in the system.

2.5.5 Retirement and Deaths Information

Retirement and deaths information of employees requires extraordinary consideration because the delays of these particular informations have the effects to government treasury to continue paying the employees who are already retired/dead. The schedule for the termination of the retired and the dead should be within reasonable time period so as to enhance efficiency and minimize the risk of misuse of the public fund. But with the use of HCMIS this problem has been solved since the employees' particulars and information are being updated and corrected instantly through the system. It has also aid in controlling the public funds by tracking the

double payees and prevents misuse of the public funds as the system stores every employee's information from the very background to the present occupation.

2.6 Empirical literature review

2.6.1 Adoption of computerized MIS and organization performance/remnant challenges in Tanzania

In Tanzania, a number of scholars have written on HCMIS among other information systems.

A study of Magenda (2011) investigated on problems facing the application of HCMIS at the Institution of Judicial Administration (IJA) in Lushoto where the findings revealed that effective Human Resource Information System (HRIS) application is still a problem experienced in many organizations. Furthermore, the study conducted by Paul (2011) on the availability, access and use of Computerized Human resource Information Systems in Public Organization in Tanzania revealed that organization used Information Systems (IS) to generate pay slips and pay roll reports, uphold and analyse employee information within the organization. It also pointed out that though many global businesses have stepped afar these customary roles and advanced computerised schemes which maintains purposes such as staffing, selection and job posting, performance management, compensation, training and growth, healthiness and security. Many organizations in Tanzania still use the traditional paper based HRIS that have drawbacks despite serving their purpose.

The study on the drawbacks of Human Capital Management Information System (Lawson, version 9) in local government authorities, by Kassam (2013) concluded that the alternative mechanisms should be employed to improve the performance of Human Capital Management Information System in local government authorities.

Also, the study by Kornkaew (2013) on Implementation Challenges of Management Information Systems, a case study of Fenix system at Jonkoping where, main purpose of the study was to stipulate the available MIS execution drawbacks along with the difficulty associated, and to come out with the successful measurable criterion to better enhance the productively implementation. The major findings

revealed that MIS execution is encircled by setbacks which comprise organization, supervision as well as the individual employees and other related issues necessary for the execution of MIS. Finally, it was done that the basic concerns which the MIS execution venture requires is the presentation with initial focus on the project team and their team work.

A study by Gharaibeh et al (2013) which intended to investigate the effects of management information systems on the workforce of governmental institutes at Jadara University, Irbid the learn revealed that there was no effect of both hardware and software tools on the performance of governmental institutions rather there was a considerable effect on website, people and their actions, and MIS itself onto the performance of governmental organizations.

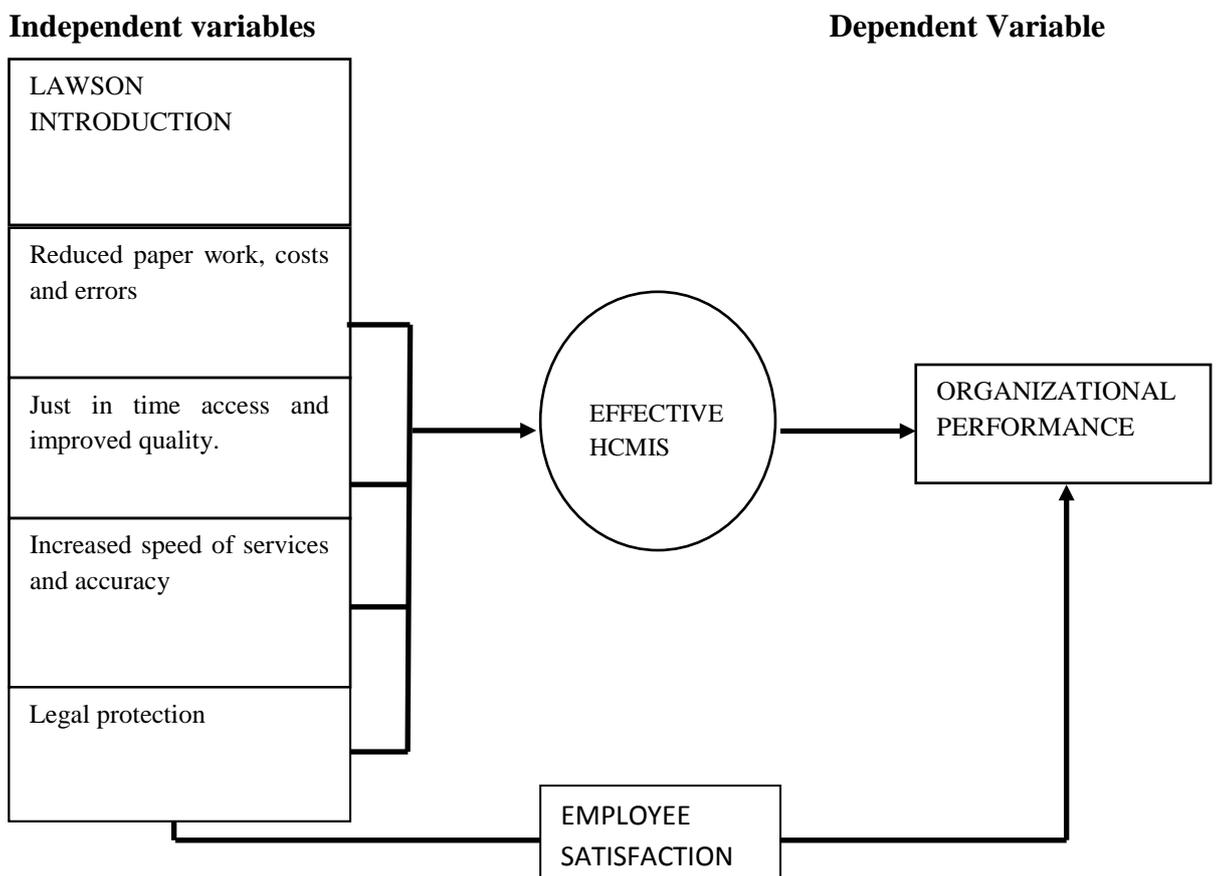
The assessment on the effectiveness of HRIS in Parastatal Organization in Tanzania done by Kalikawe (2010) found out that one of the major reasons of low use of information system is led by poor interaction of people and technology. It is clear that the way middle and senior administrators exercised the system varied significantly. Middle part employees utilized the scheme on monitoring the tasks of the employees they were supervising so as to evaluate and generate information. The senior managers made less usage of the schemes as they much relied on their subordinates to provide them with manuscript reports and review, this scenarios appeared to work against the goal of IS. The study points out those senior managers have insufficient knowledge and skill to use the computerized systems.

Besides, the study by Isaac (2011) on Intergrating management information systems into the corporate strategy of Cocoa marketing company (Gh) Ltd, the main objective of the study was to evaluate the existing MIS of CMC (Gh) Ltd and recommend ways of improving it and examine the prospects of integrating MIS in the corporate strategy of the company. The findings revealed that management and middle management team of the company are not getting timely reports which negatively influence decision-making. In terms of consistency, the structure of data and relationships is not consistent across departments and although data is available, it takes a longer time to retrieve.

2.7 Conceptual Framework

Figure 2.1 clarifies the correlation among dependent variable (organizational performance) and independent variable (introduction of Lawson and its attributes). This means that if all Lawson attributes will be made available, management information system will be effective and thus organization performance will be high. A number of studies have reported enhanced quality, cost reduction, managerial effects like financial and operational gains and collective advantages (Menachemi and Collum 2011).

Figure 2.1: Conceptual Framework of the study



Source: Modified from Hur (2007)

The effective utilization of HCMIS reduces HR expenses since there is computerization of the information, the thing that requires fewer individuals to handle the manuscript functions. This results into easier and fast retrieval of HR

information on time with improved quality. The quick and ease information generation increases accuracy, administrative efficiency and speed of services thus high performance results as far as the employee satisfaction may be.

HCMIS is a social security which protects data, thus ensures security to the employees within a particular social entity. It stores variety of employee details which are officially authorized for better working practices. For instance; information on HR records, the management administration, data keeping along with the maintenance of payroll administration. An effective management information system signifies the greater information accuracy and improved quality, data protection principle, faster information processing and legal protection. Whereas these results to organization performance.

The general efficiency and effectiveness of the business can be attained by tactical operation of the information that have been made available through HRIS. On time salaries and promotions through Lawson motivates the employees perform to their level best. Likely, employees' satisfaction is realized through timely salaries and promotions, timely allowances, recognizing the employees' efforts by rewarding the high performers and ensuring them with conducive working environment. In so doing they will be motivated to perform their best for the organization as far as the high performance of the organization may result.

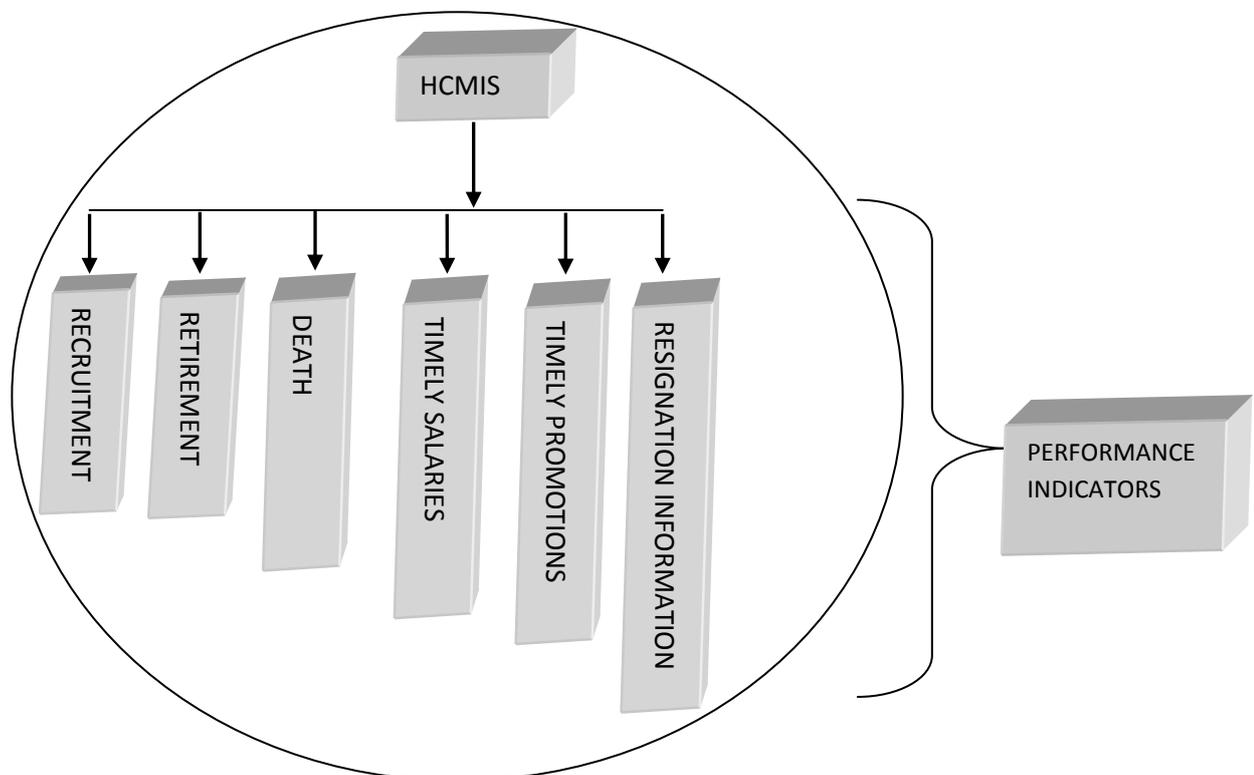
2.7.1 Strategic Importance of HRIS

Mwanyika (2009) conducted a study assessing the role and performance of HRIS and found out that HRIS has administrative and strategic importance. Managerial HRIS has been useful in daily functions within the scope of information management. It's much resourceful once employed with the support of information technology as the HR experts are in a good position to hold huge amount of information effectively and powerfully. On the other hand strategic HCMIS consists of some components to assist in decision making like the ones related to staffing and maintaining the workforce.

2.7.1 HCMIS and performance indicators

Fig 2 explains the performance indicators needed and HCMIS assists in reducing administrative expenses hence making the task corrective and accessible the thing which transforms the government to the called electronic governments. Therefore the function of HCMIS is to computerize all human resource activities which in turn assist the institution to offer quality and instant services and make these organizations more effective, the thing which positively impacts the performance. The aim of this study was so to look upon the contribution of HCMIS focusing on the execution of duties on the governmental organizations along with the role of giving the correct and proper information which would suit the organization for the future use, offering highly developed clarifications for human resource officers and assisting the management in taking corrective measures and judgements as well as improving the managerial intensity of governmental organizations..

Figure 2.2: HCMIS and performance indicators



Source: Al-Shibly, (2011)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides a comprehensive description on research methodologies that the researcher adopted in the process of carrying out the research. The methodologies were used in the process of collecting data, analyzing data, presenting data and discussing the findings. The precise part in this chapter comprises; location of study area, study area, study population, sample size and sampling techniques, data collection and data analysis methods.

3.1 Location of Study Area

The study was conducted at Ushetu District Council (UDC) in Kahama District in Shinyanga region. The region is located in the Northwest part of Tanzania at the South of Lake Victoria and this makes it part of Lake Zone Regions. Despite its wealth in natural resources like minerals, the region is one of the relatively least developed regions in Tanzania. According to the 2012 Tanzania National Census, the population of Kahama District Council was 766,010. Of all three districts of [Shinyanga](#), Kahama region is becoming a very important district due to its recent development, which are also the result of Isaka dry port and mining activities which have been going on for quite some time now. Recently the [region](#) has divided into three councils namely Kahama Town Council, Msalala District Council and Ushetu District Council. The study was specifically conducted in Ushetu District Council which is located between 3° 45'0- 4° 15'0 South, and 31° 45' 0- 32° 45'0 East coordinates (Figure 3).

3.1.1 Study Area

UDC [was selected](#) among all other councils because it's a newly established council with new systems and new recruited staff. So, the researcher wanted to examine whether the civil servants were aware of the management information system particularly Lawson version 9. The study aimed on investigating the contribution of

human capital management information system on organizational performance of UDC since its establishment ([URT 2012](#)).

3.2 Research Design

This study was a case study and cross sectional study design as it was simplified and made easier for the researcher to obtain the information at one incident of time. The case study and cross sectional study design were helpful as they effectively saved costs and time and greatly the information were attained within a reasonable time duration thus the information were gathered from different individual employees even those from the grassroots levels within the district council of Ushetu (Bailey, 1998). Due to the nature of the study both quantitative and qualitative methods were used, the rationale of using this was to provide general understanding of the research problem while offsetting the weaknesses to using each approach by itself (Marsland et al, 2000).

3.3 Population of the Study

The target population of the study were the employees of Ushetu District Council in Shinyanga region. The study included employees in all sectors served by Ushetu District Council using Lawson version 9, both the beneficiaries and the user department. Where it included the service providers and all other served civil servants in the council. Ushetu District Council presented all other LGAs in the country especially those having similar problems in management of information systems.

3.4 Unity of Inquiry

The unit of inquiry in the current investigation included all employees of Ushetu District Council as described in table 3.1

Table 3.1: Employees of Ushetu District Council

No.	Department/Unit	No. of staff	% of the Total
1	Administration and Human Resource	66	3.8
2	Finance	33	1.9
3	Secondary Education	262	15.1
4	Primary Education	1053	60.7
5	Health and Environment	12	0.7
6	Health	228	13.14
7	Community Development	33	1.9
8	Water	8	0.5
9	Works	7	0.4
10	Planning, statistics & Monitoring	33	1.9
11	Agriculture and Irrigation	41	2.3
12	Livestock and Fishing	30	1.7
13	Law	1	0.1
14	Information Technology	1	0.1
15	Procurement & Supply	4	0.2
16	Internal audit	2	0.1
17	Bee keeping	1	0.1
	Total	1815	100

3.4.1 Sample size

90 employees out of 1815 which is 5% of the total study population were sampled Boyd et al. (1981). These employees were selected from all departments within the council. It included the DED, 4 (Head of Departments) HODs, 3 (Ward Executive Officers) WEOs, 3 Councillors who are responsible for supervising activities at the local level, 3 village chairpersons, 4 (Village Executive Officers) VEOs from Nyarwerwe, Ilewe and Bulega villages and the other 72 respondents were selected from other relevant departments within the council (table 3.1).

The sample size was therefore obtained by using the formula

$$n = (C/100) * N$$

Where

n = number of sample size

C = sampling intensity (5)

N = population

Since the total population of Ushetu District Council (N) = 1815,

Therefore, the sample size (n) was $(5/100) * 1815 = 90$.

Table 3.2: Sample Size

No.	Department/Unit	No. of staff	Sample Size
1	Administration and Human Resource	66	20
2	Finance	33	8
3	Secondary Education	262	10
4	Primary Education	1053	16
5	Health and Environment	240	14
6	Community Development	33	2
7	Water	8	2
8	Works	7	0
9	Planning, statistics & Monitoring	33	5
10	Agriculture and Irrigation	41	5
11	Livestock and Fishing	30	4
12	Law	1	0
13	Information Technology	1	1
14	Procurement & Supply	4	2
15	Internal audit	2	1
16	Bee keeping	1	0
	Total	1815	90

3.5 Sampling Techniques

During the course of the study, the researcher opted quota sampling, simple random sampling as well as purposive sampling to sample the targeted study population.

3.5.1 Quota Sampling

Quota sampling refers to the technique used for choosing survey participants which is not probabilistic version of stratified variety. The technique was used to select 75 employees to be included in the sample size of the study. The employees were selected in accordance with their respective departments/ cadres. In this case, the researcher decided to select the respondents in accordance with the size of the number of the employees in that particular department and the nature of the study. The essence of using this particular sampling technique was the representativeness against bias as each department had the probability of being selected Milanzi, (2009).

3.5.2 Simple random sampling

Simple random sampling refers to the subset of people selected from the study population where individuals are randomly selected utterly by probability in a way that each individual holds similar possibility of being selected throughout the sampling procedures. The motive behind this sampling technique is that it is non bias because every member of the study inhabitants holds the possibility of being selected in the test. The technique was engaged to select 75 respondents. The names of the respondents (from each department) were written in small portions of paper which were then mixed in a box and then the pieces of papers were randomly picked one by one. The process was repeated until the required number of respondents was obtained in each respective department. Goddard *et al*, (2006).

3.5.3 Purposive Sampling

Purposive Sampling is a non probability sampling approach symbolized by a purposeful attempt to get representative respondents via groups or distinctive parts in the sample. The motive behind purposive sampling was basically on the position held by the respondents and the experience they had on the subject matter to be studied (Milanzi, 2009).

The selection of sample in this study was done purposely due to the relevance and experience the respondents possessed on the subject matter. This was also done for those participants who were picked from the grass root levels. However, purposive sampling was also used for the higher officials at the council headquarters, these respondents were selected deliberately due to their positions held in the council and the reason that they had good experience regarding the subject matter being studied. Likewise, the wards of Ilewe, Bulungwa and Chona and villages of Ilewe, Nyarwerwe and Bugela were purposively selected from all other villages which comprise Ushetu District Council.

3.6 Data Collection

The information on this study was gathered from a variety of resources which included secondary as well as primary data sources.. Primary data was gathered through questionnaire and interview.

3.6.1 Questionnaire

A questionnaire is a primary method of gathering information that is designed and administered to collect information related to the nature of the user and its relevant to the field/ course of the study. The motive behind this method is that the respondents are free to express their ideas regarding the subject matter and the simplicity of the method, (Milanzi, 2009).

A structured employee's questionnaires with closed and open ended questions were employed to get information on the outlined objectives and were intended to gather qualitative and quantitative facts from the study population. The questionnaires were administered to 50 employees from different department at Ushetu District Council. Questions were prepared in English and translated in Swahili. The English questionnaires were for employees who were comfortable in English mostly those from top management, and swahili questionnaires were for those employees who were comfortable in swahili. For closed ended questions the respondents were provided a special space to fill their answers.

3.6.2 Interview

Interview is the common method of data collection which involves the discussion among two or more individuals where the interviewer is asking the questions and the interviewee responds positively to the questions. The researcher interviewed the respondents chosen from purposive sampling. The interview session was being guided with the interview guides (see appendix I) which comprised open ended and closed ended questions which offered an opportunity for the respondents to freely express their views on the study. Questionnaires were administered to the Councillor, DED, HODs, WEOs, Village chairpersons as well as VEOs in UDC. The decision to choose this method was based on the fact that the respondents possessed plenty

information on the subject matter and the position they held in the council in relation to the experience they had at Ushetu District Council.

3.6.3 Documentation and various readings

Secondary data was obtained from various readings and documents which related to the field of study. Documents from library and other research works were used for this study. This involved the activity of extracting the necessary information from the documents. These documents included books, journals, papers, articles, internet and various research reports that related to the subject matter. These documents were found in the main library of Mzumbe University. Such literatures were useful utilized and provided the useful information to the subject matter studied.

3.7 Data Analysis

The data from the study were coded, processed and analysed by using the Statistical Package for Social Science (SPSS) software, Microsoft word and Microsoft excel. The study used both quantitative and qualitative approaches. The quantitative data were analysed descriptively by means of frequencies and percentages via SPSS. The qualitative data were analysed through content analysis. The analysis was carried out to achieve the study objectives.

3.8. Validity and Reliability of data

This refers to the quality or degree at which the data/ information obtained from field are accurate. To insure this, the researcher used the very simple language (Swahili) to translate the intended meaning of relevant set of questions to the sampled respondents to better communicate the purpose of the study intended. Also to ensure correctness and validity of information the questionnaires were issued and narrated to the respondents one after another to fill in the questionnaires. The essence of this aspect relies on the nature of the respondents/ study population.

3.9 Ethical Considerations

It is necessary for the researcher to adhere to the ethical considerations in social science research, this is on due that the data are gathered and the research itself is

done through people. The aspect ensures security and truthfulness of the study findings. While conducting the study, the researcher observed ethical standards such as free consent and the participation where by the researcher clarified the aim of the research study to the participants that they understand the foremost aim of the subject matter being studied. Also, confidentiality and anonymity of the data provided by the respondents was highly secured to ensure the respondents' statuses are not threatened. An introduction letter from the management of Mzumbe University was also presented to the management of UDC to secure a permit to conduct the research study in their premises.

CHAPTER FOUR

RESEARCH FINDINGS AND DATA ANALYSIS

4.0 Introduction

This chapter is concerned with discussing data analysis, findings and implications of results. The primary and secondary data were gathered and analysed. Percentages were derived and the comments/ suggestions by the respondents were adhered and useful in the description of the findings and the results. The presentation starts with the major background characteristics of the respondents particularly gender, level of education, occupation and working experiences.

The chapter goes on further to firstly present the contribution of HCMIS on organizational performance, satisfaction in Lawson and the problems/ challenges associated with using Lawson at UDC.

4.1 Background information of the respondents.

Awareness with the demographic characteristics of the respondents was necessary that they may suggest the nature or possible reasons for the responses provided by the respondents. They may also aid in discussing on the main course of the field particularly the contributions of HCMIS in UDC and the challenges associated with it.

4.1.1 Distribution of respondents by gender.

The majority of the respondents were males (60%). The interest was to understand the ratio of men and women who understood, used, and benefited from the system (HCMIS). The mean average of respondents by sex was male, to mean that the large number of respondents were males compared to the female respondents which was only 40%. As the sample was random, it may be seen that males form the majority of the public workers in public institutions.

Table 4.1: Distribution of respondents by gender

Gender	Frequency	Percent
Male	54	60
Female	36	40
Total	90	100

Source: Field data (2016).

4.1.2 Distribution of respondents by level of education

The researcher was interested to know the awareness of the respondents on the subject matter (HCMIS) and how it affects the performance of UDC. Figure 4.3 shows the distribution of the sampled respondents by their level of education. The results revealed that the majority (50%) had the bachelor degree, this implies that these respondents are characterized by maturity, flexibility, adaptability when exposed to the new systems, supportive and productive. So, even though some of them were not aware of the HCMIS contribution, they were able to learn and adapt to the new systems/ environment subjected to Kumar (2010) and Somano (2008).

Table 4.2: Distribution by Level of Education

Level of Education	Frequency	Percent
Certificate	2	2.2
Diploma	38	42.2
Bachelor Degree	45	50.0
Master Degree	5	5.6
Total	90	100.0

Source: Field data (2016).

4.1.3 Distribution of respondents by department

The sample of the study included the representatives from different departments within the council. The motive behind this aspect was simply to observe the relationship between departments and awareness of the management information system. From the study population, the administration and human resource, finance

and education departments understood HCMIS and so they were supportive and productive to the study while the departments which understood less of HCMIS were community development and the water department within the departments that constitutes UDC.

Table 4.3: Distribution of Respondents by Department

Departments	Frequency	Percentage
Administrative & HR	20	22.2
Community Development	5	5.6
Water	2	2.2
Procurement & Supply	2	2.2
Accountant	8	8.9
Health and Environment	15	16.7
Technician (IT)	1	1.1
Primary and Secondary Teacher	20	22.2
Planning, Statistics and Monitoring	5	5.6
Agricultural, Livestock and Fisheries Officer	10	11.1
Internal audit	2	2.2
Total	90	100.0

Source: Field data (2016).

4.2 Experiences in Lawson

This aspect was necessary in order to trace the awareness of the respondents and usefulness of the system to beneficiaries and user department of HCMIS. There were groups (in years) namely 0-3, 4-6, 7-9 and those respondents who had no idea on the subject matter.

From the questionnaire data, half of the total respondents (50%) interviewed ranged between 0 - 3 years of experience in using HCMIS, only 1 respondent had an experience of between 7 -9 years. Well experienced employees are expected to have better understanding and access to the subject matter Kadigi (2013). This implies that these respondents were supportive and well knowledgeable about the subject matter, ideally supportive and productive on the subject matter studied.

Table 4.4: Experiences in Lawson

Years Worked	Frequency	Percentage
0 – 3	45	50.0
4 – 6	10	11.1
7 – 9	1	1.1
No idea	34	37.8
Total	90	100.0

Source: Research findings, 2016

4.3 Contribution of HCMIS factors on organization performance

This part establishes the bond between HCMIS and the considerable contribution it have towards the performance improvement of UDC. This part answers the very first research question of the study. A five likert scale and open-ended questions were occupied on the learn to measure the respondents understanding regarding the contribution of HCMIS on various HR functionalities like recruitment, retirement, resignation and death information, timely promotion, timely salary and time spent on various HR activities. The study considered the respondents opinions regarding the subject matter on the contribution of HCMIS on the organization performance of UDC.

4.3.1 Recruitment

The researcher intended to know the contribution of each mentioned HCMIS factor on organization performance. However, from the study population 46 of the respondents (51.1%) agreed that the process had been improved, 39 respondents equals 43.3% of the respondents presented that recruiting expenses had highly been reduced and 5.6% of the respondents were neutral. This implies that a number of respondents were aware of the HCMIS contribution on the recruitment process. This is in line with a study by Bal et al (2012), on the importance of using human resources information systems and a research on determining the success of HRIS, the study revealed middle management used human resources systems to monitor and analyze the recruitment, allocation and compensation of employees, operational management used HR systems to track the recruitment and placement of the employees. When interviewed, one education officer reported that, “...*the system has improved the recruitment process and the recruiting expenses had been*

reduced...and of course, the staffing needs like recruitment and selection, and salaries have been focused.”

Table 4.5 Contribution of HCMIS factors on organization performance

HCMIS Factors	Strongly agree		Agree		Disagree		Strongly disagree		Not sure	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
RECRUITMENT	16	17.8	30	33.3	10	11.1	1	1.1	33	36.7
RETIREMENT, RESIGNATION AND DEATH	6	6.7	19	21.1	35	38.9	21	23.3	9	10.0
TIMELY PROMOTION	38	42.2	24	26.7	14	15.6	7	7.8	7	7.8
TIMELY SALARY	34	37.8	39	43.3	9	10.0	1	1.1	7	7.8
TIME SPENT	23	25.6	22	24.4	10	11.1	11	12.2	24	26.7

4.3.2 Retirement, Resignation and Death information.

A researcher wanted to examine whether the system (HCMIS) is competent in terms of immediate removal or termination (from the payroll) of the deceased and the retired employees. From the study findings as highlighted in table 4.5 indicated that the 56 respondents (62.2%) disagreed that the system had not fastened the removal of individuals (from payroll) who resigns from work, while 26 respondents equals 28% of the total respondents from the sample agreed. This implies that the large number of respondents hadn't been understood or realised the contribution of HCMIS in particular. The factors contributing to this might be the level of education, awareness or willingness and occupation the respondents might possess at a time. This is in line with the study by Sathe, (1999) titled adoption of internet banking by Australian consumers where the results suggested that lack of awareness about internet banking

and its payback stand up as being the obstacles to the implementation on internet banking in Australia. When interviewed, one HR reported that,

“...the system reminds about the list of employees who are to be retired and allows for timely retirement but it limits the termination because the days are specific and shortened so once occupied, a HR can forget to terminate a deceased employee or the resigned as a result the inefficiency of the system and a loop of ghost workers....”

4.3.3 Timely Promotion

The researcher motive towards this aspect was to know if this factor has had a positive impact on administrative decisions that affects the welfare of employees positively. From the study findings as highlighted in table 4.5 above, 60 respondents which equals 66.7% of the total respondents agreed that the system has had a positive influence on promotion decisions, the other 62 employees equals 68.9% of the respondents strongly agreed that there was a positive effect on employee promotions. The assurance of timely promotion enhances morale and job satisfaction to the employees towards the organization success; this implies that HCMIS has had a valuable contribution to both individual success and organization performance in particular. This is in line with the study by Hussin (2011) which revealed that there is a positive relationship between job satisfaction components including promotion and employee job performance.

4.3.4 Timely salary

One among the functions of HCMIS is assurance of timely salary. The researcher was interested to prove the efficiency of the system through this particular factor and the results as its been highlighted in table 4.5 above revealed that the majority 73 respondents (81.1%) agreed that there was assurance of timely salary following HCMIS introduction. This means that, the system itself is linked to the payroll for easy communication with the finance department for timely salary as far as the efficiency of HCMIS maybe. From the study population, 10 respondents which equal 11.1% disagreed that timely salary wasn't effective. This implies that these respondents understood and were aware of the HCMIS contribution on this particular

aspect. The assurance of timely salary to the employees increases their work morale and job satisfaction towards the achievement of the organizational goals. These results were pretty similar to previous researches such as the one carried out by Pushpakumari (2008) on the impact of job satisfaction on job performance, the study considered which intrinsic and extrinsic rewards determine the job satisfaction of an employee and the analysis data revealed that there exists positive correlation between job satisfaction and performance of employees. A HOD from Finance Department reported that, “...the system has made the finance department become more efficient in terms of delivering quality services to the employees within the council; the assurance of timely salary enhances performance and job satisfaction....”

4.3.5 Time spent

HCMIS has a multiple number of factors through which its performance can easily be established. These are like recruitment, termination, promotion and timely salary to mention a few. The motive behind this was to know if the respondents were aware of the contributions of the HCMIS towards the organization performance. The findings regarding this factor revealed that HCMIS had reduced the time spent on processing paper work and (45) half of the respondents 50% agreed that the time factor had highly been reduced. Also, the respondents pointed out that the time of correcting errors had been reduced too and 45 respondents which equals 50% of the study population agreed. These results reveal that the efficiency and relevance of HCMIS had been captured and its performance. This is in line with a study by Sadiq *et al* (2012) on the impact of information systems on the performance of human resources department in Lahore, Pakistan and time saving was one of the parameters against which the efficiency of any IS system could be captured. The study revealed that 75% of the respondents believed that the system had a positive impact on some administrative functions such as time spent on recruiting, routine staff decisions, processing of paper work, and error correction as its been presented in table 4.5.

4.3.6 Human resource planning

As defined by Bulla and Scott (1994), human resource planning is ‘the method of ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements’.

It is all about assessing future business needs, deciding on the numbers and types of people required and preparing plans for obtaining them from within or outside the organization Armstrong, (2011). Some respondents who had enough knowledge on the HCMIS particularly the human resource officers mentioned that some of the areas that have been improved through HCMIS is human resource planning because the system controls the administration of all human resources activities so it also help the organization to forecasts the demand and supply of HRs for its future use. This is supported with the study by Paul (2011) on the availability, access and use of the Computerized Human Resources Information System in Public Organization in Tanzania which revealed that organization used Information Systems (IS) to produce pay slips and pay roll reports, maintain and analyze personnel records in organizations. The study also pointed out that though many global organizations have gone beyond these traditional functions and have developed and adopted computerized systems which support functions such as recruitment, selection and hiring of job placement, performance management, employee benefit analysis, training and development, health, safety and security; many organizations in Tanzania still use the traditional paper based HRIS that have drawbacks despite serving their purpose. When interviewed, the DED said that;

“..The system is good in forecasting staffing needs like human resource planning, recruitment, budgetary control and compensation which is the central part of all management functions and administration. of human resources within the organization...”

4.3.7 Records management

Managing records refers to the supervision and administration of digital or paper records. The goal of records management is to help an organization keep the necessary documentation accessible for both business operations and compliance

audits. With regard to HCMIS contribution, records management is one among the areas of improvements, from the study population, nearly 55% of the respondents agreed that HCMIS is the simplest record keeping system as it stores, collects and maintains the data required by an organization.

With regard to HCMIS contribution in records management, the findings support the results of Sadiq et al (2012) where 75% of the respondents believed that HCMIS had positive impact on some administrative functions such as time spent on recruiting, routine staff decisions, processing paper work and error correction.

4.3.8 Tracking of ghost workers

During the paper based records management, tracking public servants records was tedious. The records were maintained individually by several departments. Capturing, preserving, dissemination of relevant government records and archives was a huge challenge. In order to automate the process, Human Capital Management Information System (HCMIS) was implemented in 1995. On implementation of HCMIS & Payroll, it wiped out all the major challenges the government of Tanzania had faced for decades. Ghost employee records were tracked and eliminated, all approvals were automated, high degree of customizations were made available, intelligent & flexible reports were attainable, all paper work was now part of the work flow and managed electronically. The findings revealed that 60% of the respondents agreed that the system had been good in detecting the ghost workers thus enhancing a huge saving. A respondent from HR department once agreed that; *“...the application of HCMIS has contributed to the greater extent the increase in efficiency and effectiveness on undertaking and performing of our daily and strategic human resource functions...”*

However, there are other areas that the system had improved such as salary arrears, accuracy of data, loan administration, termination, data correction, recategorization, retrenchment, budget allocation, placement and transfer as well as making deductions.

4.4 Employees satisfaction with HCMIS

The increasing pressure to support strategic objectives and the greater focus on shareholder value has led to changes in both job content and expectations of HR professionals (Ball, 2000). More over a careful analysis indicated that increased human resource information systems (HRIS) usage enabled improved professional performance. Human recourses information systems is one of the most important systems used in the facility, because the effective use of these systems is useful in achieving the Organization's objectives, and performance development through proper application. The researcher intended to know the respondent's satisfaction with the services that HCMIS offers in the council, from which it was found that the user departments of the system within the council (the human resource officers) and the respective District Executive Director (DED) had special access security codes of the system. Based on findings, 49 respondents equals 55% of the respondents weren't satisfied with how HCMIS works in UDC and the 23 respondents which equals 25% of the total respondents were satisfied with how HCMIS works in the council, this means that more efforts should be made by the management of UDC to make sure they increase the employees level of satisfaction with regard to the services that HCMIS offers.

During the interview, one WEO said, *"...I am not at all satisfied with how Lawson works within my council because I am not very much aware of the benefits am getting from it and how the system operates to ensure the delivery of quality services to all its stakeholders..."*

Table 4.6: Are you satisfied with how Lawson works in your council

Respondents	Frequency	Percent
No	49	54.4
Yes	23	25.6
Don't know	18	20.0
Total	90	100

Source: Research findings, 2016

Besides, on testing the employees satisfaction on how the employees data were being stored in the system, 43 respondents equals (47.8%) presented that they were well

satisfied with how their information were being stored whereby the 10 respondents (11.1%) of the respondents were not satisfied. Again more efforts should be done to increase these employees' rates of satisfaction with how their information are being stored and maintained in the system. Once interviewed, one respondent from health department reported that she was a little bit satisfied with how her data were stored throughout the system because her information were complete and confirmed from the very first appointment when she was once employed but somedays the HRs requested her to submit her original academic and professional certificates for further approval, this is double standards and proves the inefficiency of HCMIS to her.

Table 4.7: Are you satisfied with how your data are stored in Lawson

Respondents	Frequency	Percent
No	10	11.1
Yes	43	47.8
Don't know	37	41.1
Total	90	100.0

Source: Research findings, 2016

When it came to the satisfaction over the advantages the respondents benefited from the system, 51 respondents which equals 56.7% of the respondents presented that they were not satisfied and 23 respondents which generates 25.6% of the total respondents were well satisfied with the advantages they earned from the system. Therefore the services offered through the system should be made more efficient to realise the efficiency to the end users/ beneficiaries of the system. The level of satisfaction should be increased to make realization of the system contribution on day to day performance success. One respondent from HR department with access security codes of the system once agreed that *“...yes am very much satisfied with the advantages am getting from this system, it proves accuracy of data, reduced manuscript work and time to carry out some other time consuming functions, like budgetary allocation and loan administration to mention a few...”*

Table 4.8: Are you satisfied with the advantages you are getting from lawson

Respondents	Frequency	Percent
No	51	56.7
Yes	23	25.6
Don't know	16	17.8
Total	90	100.0

Source: Research findings, 2016

The analysis of the employees satisfaction upon the services offered through Lawson (HCMIS) has been done through the chi square tests in figure 5.1 so as to see the relationship between the two variables, the dependent variable being HCMIS satisfaction and the independent variable being performance improvement through HCMIS.

Table 5.1: Association of Lawson Introduction with staff satisfaction using Chi-Square Tests

			Satisfaction with how Lawson works at UDC				
			No		Yes		
Variable	N	Sub category	Frequency	%	Frequency	%	PV
Organization performance improvement after Lawson introduction	57	No	13	86.7	2	13.3	0.029*
		Yes	22	52.4	20	47.6	
			Satisfaction of Lawson on data storage at UDC				
Organization performance improvement after Lawson introduction	46	No	1	20.0	4	80.0	0.453
		Yes	4	9.8	37	90.2	
			Satisfaction on advantages of Lawson at UDC				
Organization performance improvement after Lawson introduction	57	Yes	13	92.9	1	7.1	0.012*
		No	24	55.8	19	44.2	

Figure 5.1 presents the chi square test on the association of Lawson introduction with staff satisfaction. However, the relationship between the variables, independent variable being organization performance, and dependent variable being satisfaction on how Lawson works in the council, the p- value is 0.029 which is significant, to mean that the employees are satisfied with how Lawson works within the council, so

they are aware of the services Lawson offers, thus there is a significant relationship between the dependent and the independent variables.

Besides, the relationship between organization performance and employees satisfaction on data storage presents a p- value of 0.453 which is none significant therefore more efforts should be done by the top administration of UDC to make sure that the employees are satisfied on how their information are being kept. The relationship between organization performance and satisfaction on the advantages that Lawson offers presents a p- value of 0.012 which is significant to mean that there is a significant relationship between the organization performance and employees satisfaction on the advantages that Lawson offers. However, the employer can make more efforts to raise the respondents' level of satisfaction.

4.5 Challenges of HCMIS

4.5.1 Network

This is a web- based technological advancement of an information system. HCMIS is a web- based management information system which is highly influenced by network access. Network failure denies the well operation of the system. It also depends on reliable power electricity supply. Nearly 88% of the respondents stated that network and unreliable power electricity supply was a big challenge towards the efficient operation of the system. This result is being supported with the study by Kassam (2013) on the Challenges of Lawson, version 9, where by the majority of the respondents were reported that the network signals were weak; sometimes there was lack of network and there were poor network infrastructures in the council.

4.5.2 Incompetence of the System (Functionality)

Majority of the respondents, 60% complained about the completeness of the system that it is not complete so it sometimes becomes troublesome, for example; a head of HR department reported that...

"...some templates haven't yet activated for the user department, consider some

important background information of an employee like a place of domicile which is a key of an employee's background information haven't yet been activated up to date.....also, the system is not well functioning sometimes like when entering the employees' information the system might not respond if it has been accepted (saved) or rejected, technical errors are inevitable. This poses an obstacle towards the efficiency of the system in a good manner to the user department and beneficiaries of HCMIS.

4.5.3 Excess Freedom of the HR Department

Within the council, the researcher found that the user department (HR) and DED only have been vetted to have access to the system with good access security codes. This poses excess jurisdiction power over the other beneficiaries of the system because the system might be destructive if it may not be used properly. For example if the HR officer hadn't been well vetted to perform better can just misuse the system and affect the employees' career goals positively or negatively. Moreover the system doesn't detect the user, so however efficient, safe and secure the system is, if a person will be aware of the security codes for access, he/ she might use the system wrongly. When interviewed, a head of accounts department said that,

"...the system may sometimes be destructive if it may not be used properly, considering the fact that the HRs which are the user departments of the system have no limit to access employment affairs of all employees within the council, so if these HRs are not well vetted and committed to work, they can simply destruct or misuse their power and mislead the employment status of other employees..."

4.5.4 Expensive to Install and to Run

Experts and analysts are highly needed for better usage and maintenance of the system. This is quite expensive because it demands the skilled and knowledgeable personnel. The researcher found that the only user department of the system in the council were DED and the human resources officers who were vetted to serve the purpose and in case, the system is not well functioning, the council calls for the system analyst from outside the organization to solve the problem, and not having access to the data or any information regarding the employee affairs. This is quite

expensive, and time consuming yet secure because the employees' information are extremely confidential. One respondent from IT department reported that; “...*Despite of being automated to offer and delivering service, the system is very complex and we experience a number of problems while operating, to operate it efficiently one needs to possess enough knowledge...*”

4.5.5 It May be Destructive

The user department within the organization are the key operators of the system, that is the HRs and the DED. So if the system will be misused, that can threaten the employees' employment affairs either positively or negatively. Consider, the system cannot detect the user on logging in the system, so whoever hacks the security codes, can just access the information and do whatever he/ she wishes. This is a high risk to the key user departments of the system.

4.5.6 Ineffective Procedures and Unnecessary Delays

The system needs to be reviewed and restructured newly because it has been decentralized to local governments but yet the impact still depends on the exercise approval of the public service, this poses an obstacle to well operation and autonomous of the local government authorities. For example; in approval of a newly hired employee, the information regarding his/ her employment status should first be communicated to the public service for approval, and the public service responds and communicates the feedback. When the DED was asked on this her response was

“that the system is sometimes hard to operate especially when it comes to the issue of termination, because the system is not well automated, imagine just 5days per month allows for termination through the system, so it becomes a bit hard to timely termination. The procedures and delays of the public service pause an obstacle too.”

Other challenges of HCMIS reported are unreliable electricity power supply, technical errors, insufficient working facilities, lack of training, based theft and time consuming.

4.6 General Discussion

Researcher find out that HCMIS has influenced the organization performance of UDC through its factors through which the performance of HCMIS can be evaluated. These factors are recruitment and selection process, promotion, salary to mention a few.

However, the rate of satisfaction of the employees regarding the contribution of HCMIS is a bit troublesome because the user department are the only operators of the system. The researcher discovered that 40% of the study population was very aware of the contribution of HCMIS on influencing the organizations strategic goals.

However, the other areas that have been improved are Promotion, budget allocation, salary areas and records management, to mention a few. Besides, the challenges are technical errors, ineffective procedures and unnecessary delays of the public service, so the large number of respondents had no idea on the contribution of Lawson on the performance of UDC. So more effort is needed for the top administration to assure the beneficiaries of the system realizes the system functionality and the services it offers.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This final chapter of the study provides a summary of the entire study. The summary of the major findings as well as the conclusions that can be drawn from these findings are presented in this chapter. It concludes with recommendations to the MIS unit, management and policy makers. The main objective of this study was to determine the role played by the HCMIS in governmental organizations and how they affect the performance of the organizations, UDC being the case study.

5.1 Summary of Findings

From the study the researcher discovered that the employer was quite aware of the system functionality and how it influences the performance of the organization. Challenges like delays of the public service, network access, lack of seminars and training on information management and double standards to mention a few has been reported despite the system serving its purpose on records management arena. However, recruitment, timely salary and promotions have been made more efficient at less cost. The researcher noted the justification of education level of the respondents and awareness of HCMIS contribution that the higher the level of education the respondent had, the more he/ she is likely to understand the contribution of it on organization performance. From the study population, the respondents who understood well the contribution of HCMIS were having a bachelor and master degree never the less some respondents had a diploma and their awareness were very little on due. More efforts should be done to make the beneficiaries of the system aware of the benefits the system offers. Refer to table 4.2 and figure 4.2 above for more explanations.

5.2 Conclusion

With respect to the first objective of the study which sought to state the contribution of HCMIS factors on the organization performance of UDC it can be concluded that the system has been made more efficient in terms of recruitment, assurance of timely salary and promotion, retirements and resignation information. The contribution of each factor impacts the organization performance.

Assessing the employees' level of satisfaction with HCMIS was the second research question which can be concluded that, the employees of UDC who had at least a bachelor degree understood the system and its contribution whereas those who had diploma and certificate hardly understood the system functionality and they were unsatisfied, others had no idea. Therefore more efforts should be done by the administration of UDC to make sure the beneficiaries understand the contribution of HCMIS.

However, the third research question was mainly on the challenges encountered while using HCMIS within the council, where it can be concluded that unreliable power electricity supply, expensiveness of the system, capital, technical errors, network, skilled personnel to mention a few were the challenges encountered.

5.3 Recommendations /Policy implication

Based on the summary of findings and conclusions, the following recommendations are made

- i. Objectivity; since the system is directly aligned to the strategic goals of the organization then the universities should put forward a special course in management of HCMIS to help the candidates become aware of the system installation and functions as far as the competitive advantage matters. However, the course should be well managed and the students with commitment and trust should be regarded as successful and being awarded the certificates. This will enhance concentration and easier the task because the HRs are getting more occupied with a number of functions to drive.

- ii. The key user department of the system, to mean the HRs and DED should be well vetted and committed to employees concerns especially on the issue of management of information as they are the key operators of the system so if they are not committed to work can affect the employees' status either negatively or positively.
- iii. The policy implication resulting from the research findings of this study is that the policy makers should redesign records management policy such that the electronic records management system should be compulsory for all LGAs in URT so as to promote efficiency and effectiveness in information system management arena.
- iv. The management of UDC should conduct seminars and trainings on how to use information systems to improve their performance. Hence satisfaction on the services that the system offers would easily be captured.
- v. The public service should value the complaints of the local government authorities and make useful considerations with forehead priorities on the requests of the LGAs timely in the effective manner so as to enhance efficiency of service delivery to the citizens.
- vi. Instant updating of the HCMIS templates should be first prioritized by the public service so as to enhance efficiency. This is because the system is now days been decentralized to the LGAs and hence full autonomy should be granted to these LGAs over the functionalities of the system.

5.4 Suggestions for future researches

During the course of the field, the researcher came across the areas where further research might be done.

- ✓ To ensure broad data collection, future researches may as well conduct similar studies on other organizations/ institutions, so as to find out the qualities of a well-performing organization and conduct cross-organizational analyses/comparisons.

- ✓ There is a need too to assess the competence of the human resources officers which are the key user departments of HCMIS and how trainings on Lawson can improve the performance of the organization.
- ✓ A study should be conducted to establish the link between the employees satisfaction on HRIS and the relative impact on performance so as to establish the comparison over time.

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40– 44.

APPENDICES

Questionnaires for investigation of the “Contribution of Human Capital Management Information System on Organizational Performance: A Case Study of Ushetu District Council, in Shinyanga Region”.

I am a student at Mzumbe University Main campus (Morogoro) pursuing MSc. in Human Resource Management. I am doing a study on the contribution of Human Capital Management Information System in relation to overall performance and efficiency at Ushetu District, as a compulsory part of my programme. The aim of the research is to explore the contribution of Lawson introduction for record management and staff satisfaction at Ushetu District Council. To make this study a success, I kindly request you to respond to the questions below. I would be grateful if you would spare some few minutes to fill in this questionnaire. The information that you give will be treated confidential and your identity will not be exposed.

Instructions:

Please put (√) where appropriate and to the blank space write a text

A: Demographic Characteristics of Respondent

Gender			
Male			
Female			
Level of Education			
Primary Education			
Secondary Education			
Certificate			
Diploma			
Bachelor Degree			
Others (specify)			
Occupation			
Human Resource Officer			
Administrative Officer			
Registry Officer			
Personal Secretary			
Accountant			
Other (specify)			
Length of service (number of years worked)			
0-5	6-10	11-20	21 and above

For how long *(in years) have you been using LAWSON as a computerized system to facilitate your functions?

B. In your experience with HCMIS please rate the following questions according to the codes provided

Strongly agree = 1; Agree = 2; Disagree = 3; Strongly disagree = 4; Neutral = 5

S/N	HCMIS on organization performance	
1	Has HCMIS improved the recruitment process?	
	Has HCMIS decreased the time spent on recruiting?	
2	Has HCMIS improved acquisition of timely salary?	
3	Has HCMIS facilitated fast removal of individuals resigning from work?	
4	Has HCMIS improved retirement and death information processing timely?	
5	Has HCMIS improved the process to apply for Lump Sum Death Benefit (Mirathi)?	
6	Has HCMIS helped with forecasting staffing needs?	
7	Has the time to process employee payments decreased?	
8	Has HCMIS decreased the time spent on processing paper work?	
9	Has HCMIS decreased the time spent on correcting errors?	
10	Has HCMIS decreased recruiting expenses?	
	Has HCMIS decreased data input expenses?	
11	Does the information generated from HCMIS help your organization decide on employee raises?	
12	Does the information generated from HCMIS help your organization make more timely promotions?	
	Strategic Impact (only for top management)	
13	Has HCMIS made the HR department more important to the institution?	
14	Does overall administration think that HCMIS is effective in meeting strategic goals?	
15	Does the information generated from HCMIS improved the strategic decision making of top administrators?	
	HCMIS Satisfaction	
16	Are you satisfied with how Lawson works in your Council?	
17	Are you satisfied with how your data are stored in Lawson?	
18	Are you satisfied with the advantages you are getting from Lawson?	

19	Do you agree that Lawson has met your expectations?	
20	Could Lawson be better utilized?	
21	Do you agree that the introduction of Lawson has improved the organizations performance?	

22. Are you satisfied with services Lawson offers at Ushetu District Council?

	Yes	No
Accuracy		
Speed of services		
Reduced paper work		
Financial (Time) salary		
Just in time access		
Increased quality		

If No give reasons

- a)
- b)

Mention few areas that have been improved through HCMIS

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....

State the challenges of using HCMIS in UDC

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....

APPENDIX II

INTERVIEW GUIDE FOR HEAD OF DEPARTMENTS, DED AND WEOS

QUESTIONS.

- I. State the areas that have been improved through HCMIS
- II. Has staffing needs been focused and improved through HCMIS?
- III. What are the challenges that prevent the system to be used in its full potential?
- IV. Are you satisfied with how HCMIS works in your council?
- V. How far has the organization performance been improved following HCMIS introduction
- VI. On your own opinions from this point of view, what should be improved to realize the potential of HCMIS?

APPENDIX III

STUDY AREA

