

**CHALLENGES OF HUMAN CAPITAL MANAGEMENT
INFORMATION SYSTEM (LAWSON VERSION, 9) IN LOCAL
GOVERNMENT AUTHORITIES
THECASE OF SHINYANGA MUNICIPAL COUNCIL**

By

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**A Dissertation Submitted in Partial fulfillment for Award of Degree of Master
of Human Resource Management (MSc-HRM) of the
Mzumbe University**

2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for the acceptance by the Mzumbe University, a dissertation entitled “**Challenges of Human Capital Management Information System (Lawson version, 9) in Local Government Authorities; A case of Shinyanga Municipal Council** in fulfillment of the requirements for award of the degree of Master of Human Resource Management (MSc-HRM) of Mzumbe University

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DEDICATION

I am glad to take this piece of opportunity to dedicate this work to the Almighty God, for his glory and love during my study.

ABBREVIATIONS

CSRPC	-	Civil Service Reform Program
CHRIS	-	Computerized Human Resource Information System
ERP	-	Enterprise Resources Planning
GOT	-	Government of Tanzania
HCMIC	-	Human Capital Management Information System
HMIC	-	Health Management Information System
HRIS	-	Human Resources Information System
HRO	-	Human Resource Officer
ICT	-	Information and Communication Technology
IT	-	Information Technology
IRMT	-	International Records Management Trust
LGA	-	Local Government Authority
LAGF	-	Local Government Authority Pension Fund
MIS	-	Management Information System
NSSF	-	National Social Security Fund
NBC	-	National Bank of Commerce
NMB	-	National Microfinance Bank
NMC	-	Network Manpower center
PO-PSM	-	Presidents Office Public Service Management
PSPF	-	Public Service Pension Fund
PC	-	Personal Computers
PR	-	Payroll
SPSS	-	Statistical Package for Social Science

ABSTRACT

Human Capital Management Information System (Lawson Version, 9) as a software helped the employees' information to be kept safely such as their responsibilities, salaries, retirement and compensation. As today's organisations are more strategic occurrence of HCMIS helped them to expand and compete with others and fulfill their organisational goals.

The purpose of this was to examine the challenges of Human Capital Management Information System (Lawson, Version 9) in local government authorities as it helped better performance in local government authorities. More specifically the study sought to find out types of data stored in Lawson; explore if the employees are competent in using Lawson; investigate the problems of using Lawson in local government authorities and identify factors influencing the use of Lawson.

The objective of this study was, to find out whether employees were satisfied with existence of HCMIS (Lawson version 9), to find if the employees were well educated of HCMIS, if there were strong implementation strategies of HCMIS and to find out the challenges of implementing HCMIS.

In the study a case study design was used. The study collected both qualitative and quantitative data. Purposive sampling and random sampling were used to obtain 64 employees which were 20% of all employees as a sample. Primary and Secondary data were applied during research findings. Literature review from different scholars was used to support this study through illustrating various concepts of HCMIS (Lawson, 9). Also the study made use of research questionnaires, and interview to collect data from the population. Descriptive statistics and SPSS were used for data analysis.

Based on findings, it was found that alternatives mechanism should be employed to improve performance of HCMIS (Lawson Version, 9) in LGA's. The study recommends that HCMIS (Lawson, Version 9) is very important but more training to improved its utilization could be adopted in local government authorities.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION AND COPYRIGHT.....	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
ABBREVIATIONS	v
ABSTRACT.....	vi
TABLE OF CONTENTS.....	vii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Introduction	1
1.1 Background to the problem	3
1.2 Statement of the problem	4
1.3 Objectives of study.....	5
1.3.1 The Main Objective	5
1.3.2 Specific Objectives	5
1.4 Research questions	5
1.5 Significance of the study	6
1.6 Limitation of the study	6
1.7 Delimitation of the study.....	7
1.8 Definitions of key terms.....	7
1.8.1 Human Resources Information System (HRIS)	7
1.8.2 Information	8
1.8.3 E-Government	9
1.8.4 Information and Communication Technologies (ICT).....	9
1.8.5 Human Capital Management Information System	9
1.8.6 Lawson.....	9
1.8.7 Human Resources	10

1.8.8 Management	10
1.8.9 Systems.....	10
1.8.10 Management Information Systems.....	10
1.8.11 Information Systems.....	11
1.8.12 Organisation of the Research.....	11
CHAPTER TWO	12
LITERATURE REVIEW	12
2.0 Introduction	12
2.1 Theoretical literature review	12
2.2 Competency.....	13
2.3 Lawson	13
2.3 .1 Advantages of Lawson	14
2.4 The HRIS model.....	15
2.4.1 The HYDE Shafritz Notion of Integrated Input and Output and Output Modules	17
2.4.2 The Simon Input / Data Maintenance /Output Model	17
2.4. 3 The Manzini-Gridley Hardware Network Model.....	17
2.5 Use of human resource information system.....	18
2.5.1 Personnel Administration	18
2.5.2 Salary Administration.....	18
2.5.3 Leave / Absence Recording.....	18
2.5.4 Skill Inventory	19
2.5.5 Medical History	19
2.5.6 Accident Monitoring.....	19
2.5.7 Performance Approval.....	19
2.5.8 Training and Development	19
2.5.9 Human Resources Planning.....	20
2.5.10 Career Planning	20
2.5.11 Collective Bargaining.....	20
2.6 Use of HCMIS in LGA's	21

2.6.1 Updating and maintaining employee data	21
2.6.2 Recruitment and selection	21
2.6.3 Employee reports	22
2.6.4 Deductions	22
2.6.5 Direct deposit distributions.....	22
2.7 Factors influence the use of HRIS.....	23
2.8 Data stored in HRIS	24
2.9 Problems in using HRIS	24
2.10 Empirical Literature Review	25
2.11 Conceptual framework	29
2.11.1 Competence	29
2.11.2 Data.....	29
2.11.3 Satisfaction	29
2.11.4 Network	29
2.11.5 Manpower	30
CHAPTER THREE	31
RESEARCH METHODOLOGY	31
3.1 Introduction	31
3.2 Research Design.....	31
3.3 Area of the Study.....	32
3.4 Population of the Study	32
3.5 Sampling procedures and sample size.....	32
3.5.1 Sample size	32
3.5.2 Sampling Procedures	33
3.5.3 Data Collection	33
3.5.4 Primary Data Sources	33
3.6 Questionnaire	33
3.6.1 Interview.....	34
3.6.2 Observation.....	34
3.6.3 Secondary Data Sources	34

3.7 Measurement of variables	34
3.7.1 Type of Data	35
3.7.2 Satisfaction	35
3.7.3 Manpower	35
3.7.4 Capital and Machines	35
3.7.5 Competence	35
3.7.6 Network	36
3.8 Data analysis	36
CHAPTER FOUR.....	37
FINDINGS AND DISCUSSION.....	37
4.1 Introduction	37
4.2 Background information of the respondents.	37
4.2.1 Distribution of respondents by sex	37
4.2.2 Age of respondents	39
4.2.3 Educational Level	40
4.2.4 Marital Status.....	40
4.2.5 Working experience of the respondents	41
4.3 Types of Data Stored in Lawson	42
4.3.1 Recruitment and selection	42
4.3.2 Collective Bargaining	43
4.3.3 Deductions	44
4.3.4 Career Planning	45
4.3.5 Direct deposit and distribution	46
4.3.6 Employee transfer	47
4.3.7 Training and development	47
4.3.8 Skill Inventory	48
4.3.9 Leave and Absence recording.....	48
4.3.10 Performance Approval.....	49
4.4 Competency in Using Lawson	50

4.4.1 Presence or Absence of Competent Technicians Responsible in Upgrading Lawson, Version 9.....	51
4.4.2 Training of Responsible Technicians in (Lawson, Version 9)	52
4.4.3 Whether the Computers were enough in the Council.....	54
4.4.4 If the Employees Capable in Updating their Information in Lawson.....	54
4.5 Factors Influence the Use of LAWSON, VERSION 9	55
4.5.1 Network	55
4.5.2 Capital.....	56
4.5.3 Manpower skills	58
4.5.4 Manpower availability	58
4.6 Satisfaction in Lawson	60
4.7 Problems associated with using Lawson.....	60
4.7.1 Network Failure	60
4.7.2 Data Installation.....	61
4.7.3 Satisfaction	62
4.7.4 Delay.....	63
4.7.5 Manpower Skills.....	64
4.7.6 Manpower Availability	65
4.7.7 Expertise	66
4.7.8 Implementation Strategies	68
4.7.9 Poor Planning	69
CHAPTER FIVE	70
CONCLUSION AND RECOMMENDATIONS.....	70
5.0 Introduction	70
5.1 Conclusions	70
5.2 Recommendations	71
5.3 Policy Implications.....	72
5.3.1 HCMIS Security Policy	72
5.4 Need for further Research	74
REFERENCES.....	75
APPENDICES	78

LIST OF TABLES

Table 3.1 Sample size	33
Table 4.1 whether technicians responsible were well trained in (Lawson, Version 9)53	
Table 4.2 Capital.....	57
Table 4.3 Are you satisfied with how Lawson works in your council?.....	60
Table 4.4 Network Failure	61
Table 4.5 Data Installation.....	62
Table 4.6 Satisfaction.....	63
Table 4.7 Delay.....	64
Table 4.8 Manpower Skills	65
Table 4.9 Manpower Availability	66
Table 4.10 Expertise	67
Table 4.11 Implementation Strategies	68
Table 4.12 Poor Planning.....	69

LIST OF FIGURES

Figure 2.1 RESOURCE Flow HRIS Model	16
Figure 2.2 Conceptual Framework	28
Figure 4.1 Distributions of respondents by Gender	38
Figure 4.2 Age of the respondents	39
Figure 4.3 Educational level	40
Figure 4.4 Respondents by marital status	41
Figure 4.5 working experience	42
Figure 4.6 Recruitment and selection	43
Figure 4.7 Collective Bargaining.....	44
Figure 4.8 Deductions.....	45
Figure 4.9 Career Planning	46
Figure 4.10 Direct deposit and distribution	46
Figure 4.11 Employee transfer.....	47
Figure 4.12 Skill inventory	48
Figure 4.13 Leave / Absence recording	49
Figure 4.14 Performance Approval.....	50
Figure 4.15 whether there were competent technicians responsible in upgrading (Lawson version, 9).....	52
Figure 4.16 whether the technicians responsible well trained in (Lawson, Version 9).....	53
Figure 4.17 do the computers enough in the Council	54
Figure 4.18 if the employees are capable in updating their information in Lawson .	55
Figure 4.19 Network	56
Figure 4.20 Capital.....	57
Figure 4.21 Manpower skills	58
Figure 4.22 Manpower availability.....	59
Figure 4.23 Network Failure.....	61
Figure 4.24 Data Installation.....	62
Figure 4.25 Satisfaction	63
Figure 4.26 Delay.....	64
Figure 4.27 Manpower Skills.....	65

Figure 4.28 Manpower Availability..... 66

Figure 4.29 Expertise 67

Figure 4.30 Implementation Strategies 69

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Information is a vital ingredient to management. Accurate, timely and relevant information is necessary for decision making. Being a key to the employee productivity, competitive strength and corporate excellence, information is being recognized as the fifth organisational resource. A well designed and comprehensive HRIS provides the needed information within the shortest period and reduced cost (Pattanayak, 2008). Human Resources Information System provides the information required to manage HR processes. These may be a core employee database and payroll systems, but can be extended to include such systems as recruitment, e-learning, performance management and reward. The systems may be web-based, enabling access to be remote or online and at any time (Armstrong, 2006).

Having employees in an organisation without their full information is useless. Considering the fact that human as resources are a very crucial asset in each and every organisation, the management of these resources must be carefully done especially in today's organisation where the competition is so high, whereby every organisation is struggling to have the best and capable employees as it can. Employees Information is an important requirement for an organisation which needs to grow and become more successfully enough. Human Resources Information System or sometimes called Human Recourses Management System is very important in keeping employees' information especially in our Local Government Authorities. For the effective and efficient organisation, the management must have an information system, which is capable of keeping employees' information; such important information includes their capabilities, personal histories, talents, salary and their accomplishments. This helps the organizations to know what kind of the employees they have on their organizations.

Before the introduction of the computerized Human Resource Information System in Tanzania, the Local Governments Authorities in Tanzania were using former paper-based records, but still it remains as an important source of information (Macleod and DeSANCTIS 1995).

In Tanzania there are several Management Information Systems (MIS) but basically this research based on Human Capital Management Information System (HCMIS) Lawson (version 9). Other systems include Districts Roads Management System (DROMAS), EPICOR, and Health Management Information System (HMIS).

The Human Capital Management Information System (HCMIS) was first initiated in 1995. It formed a component of the PSRP. From the outset, it was intended that personnel records (as the evidentiary information about human resource management events) would be managed as part of the system. The significance of personnel records as a source of data for the personnel and payroll system was recognized way back in 1997 when consultants were commissioned to support the development of an information systems and technology strategy for an enhanced payroll system. The system was managed by an American firm, Lawson¹², with local support provided by CATS-NET¹³ Central personnel database and computerized payroll system.

In order to move forward with systems development of HCMIS version 9 (Lawson version 9), data cleaning was undertaken in advance to LGAs including Shinyanga Municipal Council to enhance HR data accuracy and integrity. The exercise was conducted for each employee, using data collection forms together with employees' data on vote number, position, salary, and terms of service, date of employment and promotion, and personnel information, birthdates, citizenship, marital status, education and disabilities. These forms served as the main data source for the interim database. The interim database in turn was intended to provide a reliable information base for control of employment and the wage bill. HCMIS has been installed to 126 LGAs, in every Council the HCMIS is managed by Human Resource Officers in Human resource department.

The aim of this study was to investigate the challenges faced by the Local Government in Human Capital Management Information System, and this chapter contains the background to the problem, research objectives, research Hypothesis and the significance of the study.

1.1 Background to the problem

Human Capital Management Information System (HCMIS) played a very important role in managing human capital in an organisation. When an organisation has poor Human Capital Management Information system (HCMIS) this problem affects the whole performance of the organisation, because it was hard and very difficult for the organisation to understand the capabilities, talents, payroll system, training needs and employee accomplishments.

Due to the problems which happened in the paper based records, there was a need for the Government of Tanzania to introduce the computerized human resource information system. By the late 1980's, the Government of Tanzania had experienced an economic decline and poor performance of its public services, through different system of information technology (IT).

In response to those problems, the Government launched a civil service reform program (CSRP) in 1991. The overall objective of the CSRP was to achieve a smaller, affordable, well compensated, efficiently and effectively performing civil service. The programme was implemented in two phases which include restoration of the structural preconditions to support fiscal stabilization measures, including remaining ghost workers from the payroll, retrenching staff where necessary, rationalizing the pay and grading system reinstating establishment of payroll controls , and institutional improvements including redefining the role of the government restructuring for organisational effectiveness and efficiency , outsourcing certain services, decentralizing service delivery and building managerial capacity (World Bank report, 2002).

Due to many problems in the LGA'S such as poor employee performance, poor planning for the employee both present and future plans, high turnover, and corruption. There was a need for the LGA'S to implement Human Capital Management Information system (HCMIS) so as the basic employee's information can be known to improve performance and all other problems.

In Shinyanga Municipal Council, HRIS is already introduced but the council was faced with several challenges, so this study was going to check and investigate the problems and it provided on the solutions to solve those problems.

1.2 Statement of the problem

Although the Government of Tanzania discovered the importance of having HRIS in their local Government authorities, and hence they introduced several systems such as Lawson Version 9 but still there are many challenges facing the system. Organisation without a strong, well-managed and well controlled information system the whole function of the organisation will be affected, because Human Capital Management Information System helped the organisation in planning, controlling and decision making processes.

Human Resource Information System, to a greater extent, facilitates in compiling employee related information for subsequent use of the same for human resource activities and to fulfil the strategic intent of the organisation. Therefore, the effective use of the HRIS helps the organisation to obtain their goals and objectives (Bhattacharya, 2010).

Since the mid-1990s, the Public Service of Tanzania has initiated a series of measures for transforming itself into becoming more efficient, effective, and customer-oriented. Most notably, the Public Service Reform Programme includes a Management Information Systems Component that aims to lay the foundations for what is now known as e-Government, while sectoral reforms recognize and promote the use of ICT in their respective sectors. E-Government in LGAs is based on the National ICT Policy 2002.

HCMIS is the system used in LGAs in administering human resource data. HCMIS was developed and Government Network Management Centre (NMC) has been built at the PO-PSM and is the one which controls the system. The system has undergone a major change of transformation of usage from a desktop platform to web enabled platform which is LAWSON (VERSION 9).

During the period when desktop platform is used several challenges were discovered such as delay of employee's information such as promotions and increase of salaries from Local Government Authorities, hence there was a need to introduce a web – based network such as Lawson (version 9).

But little has been said about the challenges of Human Capital Information System (Lawson, Version 9) in Local Government Authorities. So this study intends to examine the challenges of HCMIS (Lawson, Version 9) in local government Authorities.

1.3 Objectives of study

1.3.1 The Main Objective

The main objective of this study was to investigate on the challenges of human capital management information system in Local Government Authorities.

1.3.2 Specific Objectives

- (i) To find types of data stored in Lawson
- (ii) To explore if the employees are competent in using Lawson
- (iii) To investigate the problems of using Lawson in LGA's
- (iv) To identify satisfaction of employee with the use of Lawson
- (v) To identify factors influencing the use of Lawson

1.4 Research questions

- (i) What types of data stored in Lawson?
- (ii) Do the employees competent in using Lawson?
- (iii) What are the problems of using Lawson in LGA?
- (iv) Are employees satisfied with the use of Lawson?

1.5 Significance of the study

This research was conducted so as to acquire the research findings which were very useful in providing information for further research which conducted on the challenges Human Capital Management Information System in LGA'S, and it provided the effective measures which taken so as to improve the Human Capital Management Information System. This research also provided support to different management activities such as controlling, decision making and planning through different processes of employee data restoration processes. Moreover, the research used as a reference so as one can understand the major challenges facing Tanzania's Local Government Authorities in human Capital information system and how those challenges can be tackled or solved.

Furthermore, this research used by the Government and other decision makers on improving human Capital Management Information System through knowing the challenges faced by the system so as to improve employee performance; all in all used as a case study to represent other local Government Authorities in the country.

1.6 Limitation of the study

Since the study area was Shinyanga Municipal council, it required a researcher to spend a lot of time so as to investigate and acquire information which was very vivid and data which was very accurate so it acquired the researcher to spend a lot of time in preparing different questionnaires, interviews and observations in collecting data for the research. For that reason the researcher was supposed to have enough time so as enough, accurate and well explained information from the respondent acquired.

Due to our poor culture many people in Tanzania do not like reading, hence it was so hard and difficult for some questionnaires which was distributed to the respondents to be answered completely or answered properly because some of the employees tend to pretend that they have many office works to do, but in reality that is not true they just do not want to fill the questions and answer the questions properly, they saw that the research does not contribute any importance to them which is not true. This forced the research to be conducted in many days more than it was planned.

By nature, some people were hard to give information about anything relating to their personal life, one of them is their job, so even if the respondents understand what the research is about, but still they do not want to give information, this provided a hardship in conducting the research individuals were having information, but it is not easy for some of them to tell what they know about the particular issues relating to the study. HCMIS was having many problems in many organisations yet when there is a study which needs to investigate that problem; those organisations are not willing to cooperate with the researchers in providing this information.

1.7 Delimitation of the study

The study limited itself to the Shinyanga Municipal Council alone. The study focused on satisfaction, competencies, network, data, availability, manpower, and the machines (equipments which are used).

1.8 Definitions of key terms

1.8.1 Human Resources Information System (HRIS)

Is a systematic way of storing data and information for each individual employee to aid planning, decision making and submitting of return and reports to the external agencies. Information is needed for internal control, feedback and corrective action and for statutory obligation. HRIS is utilized basically for the following four purposes, first for storing information and data for each individual employee for future reference, providing a basis for planning, organizing, decision making, controlling and host of other human resources function, meeting daily transactional requirements such as marking present/ absent and granting leave and supplying data and submitting returns to government and other statutory agencies. Most of the organisations use HRIS (Human Resources Information System) for transaction application control (Bhattacharyya, 2010).

A computerized HRIS (Human Resources Information System) that is an information system that makes use of computers to monitor, control and influence the movement of human being from the time they indicate their intention to join an organisation till the time they separate from it after joining. It consists of the following sub-system, recruitment information, personal information, manpower, payroll information and human resource statutory system (Gupta 2006).

A human resource management system HRIS or human Resource information system (HRIS) refers to the systems and processes at the intersection between human resource management (HRM) and information technology. It merges HRM as a discipline and in particular its basic HR activities and programming of data processing systems evolved into standardized routines and packages of enterprise resource planning (ERP) software (Wikipedia, 2013).

The term HRIS is used in different ways. One usage regards it as an organisational unit within the human resources (HR) functional area which specializes in human resources information. In this context HRIS includes not only the personnel assigned to the unit, but also the information resources such as hardware, and software, which have been distributed to HR. The other usage regards the HRIS as all of the computer based applications that process human resource information regardless of where the information processing resources are located (McCLEOD and DeSANCTIS , 1995). Can be briefly defined as integrated systems used to gather, store and analyse information regarding organisation's human resources (Hendrickson 2003). Human resource information systems are used to acquire, store, manipulate, analyse, retrieve and distribute information about an organisation's human resources (Tannenbaum, 1993).

1.8.2 Information

This is the result of analysis and communication of data in a form useful to recipients. Data are the raw materials from which information is derived. The destination is important because data generated by the ton without providing much useful information and managers need information so as to make effective decisions

(Holt, 1987) information is data that have been organized or analysed in some meaningful way (Stoner, et al 1995). The need for information varies at different levels of the organisational hierarchy.

Information required by senior managers differs from operational level workers, for example board of directors and top managers for example board of directors and top managers require executive reports and summaries .Managers at departmental level require more day to day management information and HRIS caters for this (Hussain and Prowse 2004).

1.8.3 E-Government

E-Government refers to the use of information technology to free movement of information to overcome the physical bounds of traditional paper and physical based systems to the use of technology to enhance the access to and delivery of Government service to benefit citizens, business partner and employees (Pascual, 2003).

1.8.4 Information and Communication Technologies (ICT)

Information and Communication Technologies (ICT) is a generic term used to express the convergence of information technology, broadcasting and communications. One prominent example is the Internet (National ICT policy of Tanzania, 2002).

1.8.5 Human Capital Management Information System

Human capital management information system is software containing a database that allows the entering, storage and manipulation of data regarding employees of a company. It allows for global visualization and access of important employee's information (HCMIS User manual, 2011).

1.8.6 Lawson

Lawson is an international Company that delivers software and implementation services to 4000 customer sites in manufacturing, distribution and services industries across 40 countries including the Government of Tanzania (HCMIS user manual,

2011). Empower the public by building a nationwide e-Government platform that facilitates their relationship and interactions with the Government, and enhances the range and delivery of more effective public services, at both central and local levels, while also generating information to better shape policies, strategic plans and tactical decisions for developing and enhancing the delivery of public services.

1.8.7 Human Resources

Human Resources is a set of individuals who make up the workforce of an organisation, business sector or the economy. Human capital is sometimes used synonymously with human resources, although human capital typically refers to a narrower view such as the knowledge the individuals embody and can contribute to an organisation (Wikipedia, 2013).

1.8.8 Management

Management is the art of getting things done through and with people in formally organized groups. It is the art of creating the environment in which people can perform and individuals could cooperate towards attainment of group goals. It is the art of removing blocks to such performance, a way of optimizing efficiency in reaching goals (Koontz, 1961).

1.8.9 Systems

Systems are interrelated parts or elements that work together to achieve an objective. In stating that the components of a system work together to achieve an objective, we imply that the system is goal directed. It does something purposeful. It receives the system is goal directed. It receives certain inputs and transforms them into outputs (Williams, *et al.*, 1985).

1.8.10 Management Information Systems

It is a formal system of gathering, processing and dispersing information internal to the enterprise in a timely effective and efficient manner to support managers in their Jobs (Weihrich *et al.*, 2007). Management information system (MIS) is the use of

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

Management information system is an organized method of providing past, present and projected information relating to internal intelligence. It supports the planning, control, and operational functions of an organisation by furnishing uniform information in the proper time frame to assist the decision making (Williams, 1985).

1.8.11 Information Systems

It is a group of interrelated hardware, software people, procedures and data combined to provide useful information to decision makers. HRIS is an example of a functional information system, similar in organisational positioning to the marketing information system, the manufacturing resource planning system and the accounting information system (Holt, 1987).

1.8.12 Organisation of the Research

Chapter one is the introduction part which contains an introduction, where the topic of the study was introduced, there was a background followed by the statement of the problem, objective of the study, research question, the significance of the study, limitation of the study, delimitation of the study, definition of the terms and organisation of the proposal.

Chapter two contains the Literature review, Empirical literature review and Conceptual framework.

Chapter three contains research design, research area or organisation of the study, sampling procedures and the sample size, population of the study, data collection methods, data analysis methodology, and expected output of the study, Bibliography and appendices are described.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides the theoretical framework of the study; the chapter provided theoretical literature review, empirical literature review where by earlier studies done by other researchers are discussed and Conceptual Framework.

2.1 Theoretical literature review

Any human resources information system is logically an inventory of the positions and skills in extant in a given organisation, however human resources information system is more than a simple aggregation mechanism for inventory control and accounting, it is the foundation for a set of management tools enabling managers establish objectives for the use of their organisation's human resources and to measure the extent to which those objectives have been achieved (Schuler, *et. al.*1986).

In today's context, many organisations especially in developing countries are having huge problems in the process of implementing their HRIS while others do not have any Information Systems especially in villages and cities which are far from the big towns. Historically, human resource information has largely been seen as a necessary tool in the hiring, administration and ultimately separation of employees. Over the years, these processes have not changed dramatically, but the ways the information is gathered and stored have going back to a time prior to the proliferation of technology in the workplace, an employee would submit a paper application to a prospective employee. There would be general information about the employee including name, sex, age, social security members, employees' address, education and marital status in some cases employment history and so on. This information would be stored in a folder for HR departments to access as necessary. Once the employee was hired and placed on the payroll, the application would be used to provide some information to the finance department for payment purposes; whole other information could be used internally by the HR department to track hiring practices and recruitment.

In the 1980s office automation began to appear on the landscape, and HRCs were developed as a special category of office automation systems (OAS) (Kovach *et al* 2002).

2.2 Competency

According to Mansfield (1999) competency as underlying characteristics of a person that result in effective or superior performance. Competencies as definition of skills and behaviours that organisations expect their staff to practice in their work' and explains that (Rankin, 2002). Competencies represent the language of performance; they articulate both the expected outcomes from an individual's effort and the manner in which these activities are carried out. Because everyone in the organisation can learn to speak this language, competencies provide a common, verbally understood means of describing expected performance in many different contexts.

Competency is a bundle of attributes (such as knowledge, skills, abilities, personality traits and motivational factors) that provide a foundation for the job related behaviour linked to success in a particular position.¹ However, competency as an underlying characteristic of an individual that is usually related to criterion-referenced effective and/ or superior performance in a job or situation. They explain that competency that competency characteristics include these five types ; Motives, traits, self –concept, knowledge, and skill (Spencer and Spencer, 1993).

2.3 Lawson

Lawson is an international company that delivers software and implementation services to 4000 customer sites in manufacturing, distribution and services industries across 40 countries. The Government of Tanzania (GOT) has implemented the Lawson Human Resource Management Information System, HITACHI consulting has been appointed to implement the system and provide consultancy services including on-going support and training.

¹www.caliper.co.uk

Lawson modules divided into several modules those are HR-Human Resources, A-Personnel Administration, PR-Payroll , GL-General Ledger , BN-Benefits, Deductions, LP-absence Management , LP-Leave Plan (Only permitted absenteeism) and TR-Training (HCMIS user manual 2011).

2.3 .1 Advantages of Lawson

The HCMIS VERSION 9 have the following advantages;-

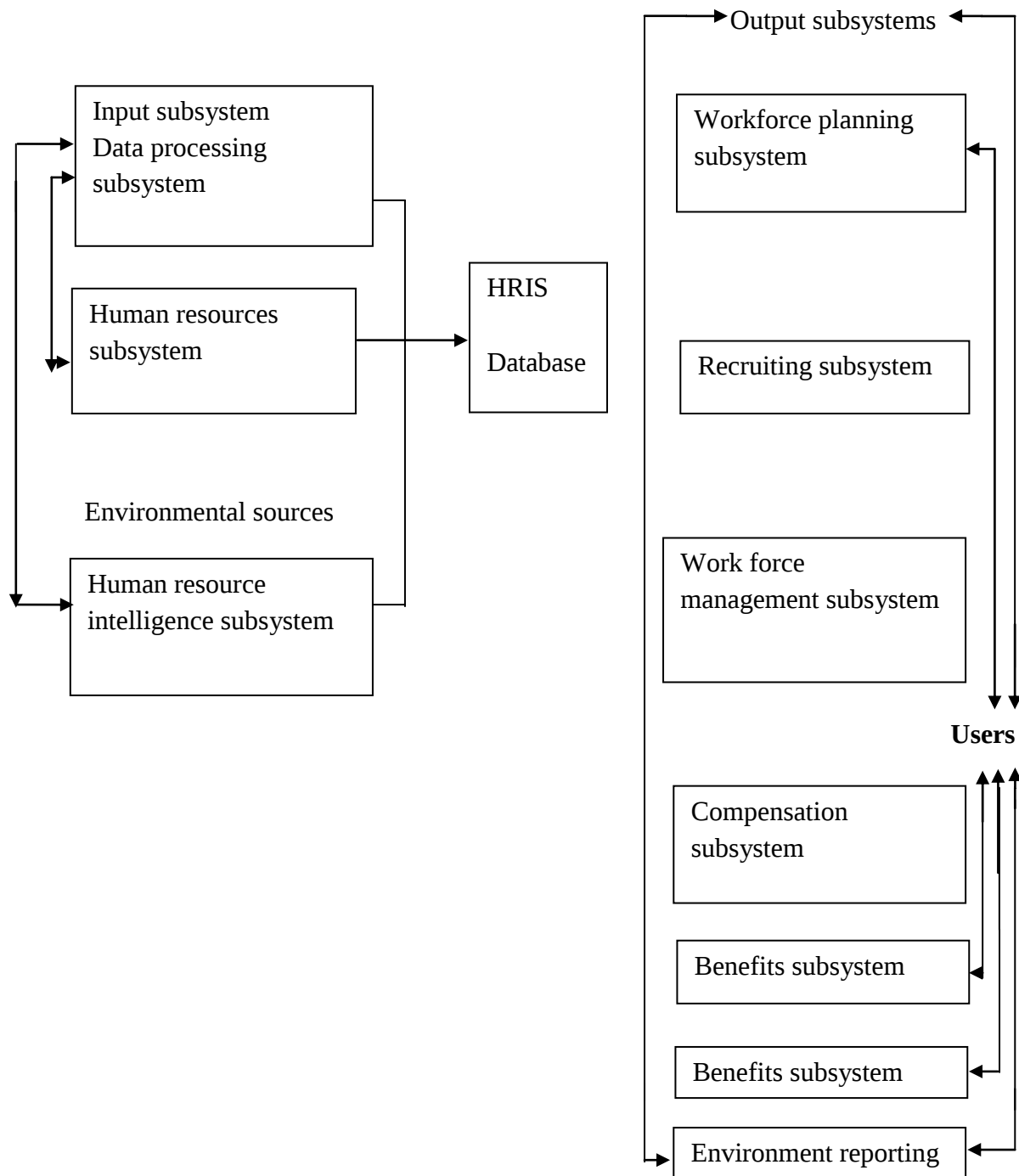
- i) Human resource officer can get update reports on their councils HR capacity and many of that kind. For example Councils are able to print various employee reports such as; employee information, birthdates from the employee master file, a list of starters (new hires) and leavers (terminations) for a designated time period, employee position or jobs, employee profiles includes specific employees, a group of employees, employee's qualification for a position (education, competency) and a report of payroll deduction amounts.
- ii) The employer can make amendments of data set without a barrier of communication compared to previous time where data were not updated. For example during data collection process conducted by PO-PSM, most of employee birthdays appeared to be 1700 now it's easy to make correction of employee data within the system of HCMIS.
- iii) The employer can make informed decisions based on the correct update employee's information for example if a Council wants to know employee who will retire on 2013/2014 it will be easy for DED to prepare early retirement benefits to employees expecting to retire.

The installation of HCMIS has instilled more accountability on payroll management and transparency and integrity to HR officers in dealing with HR matters. Furthermore, it has led to reduction of payroll processing time, reducing the incidence of the ghost workers in the payroll as well as availing needed information timely to users.

2.4 The HRIS model

HRIS model is the one which can help the organisation to perform more effectively. When an organisation puts more emphasis on knowing how HRIS model performs, it will be more advantages for the organisation as well as the employee because it will be easy to handle different problems and resources information systems, HRIS model consist of three components those are input subsystem, HRIS database and out- put subsystem.

Figure 2.1 RESOURCE Flow HRIS Model



Source: Journal of information technology management, volume VI, Number 3, 1995.

There are several people who presented and formulated their own HRIS models according to their own experiences. The models of HRIS were presented as follows. According to Mc Cleod and DeSANTIS, the modules were as follows.

2.4.1 The HYDE Shafritz Notion of Integrated Input and Output and Output Modules

Rather than viewing their modules as internal components of HRIS, Hyde and Shafritz viewed them as input and outputs. Objectives for each of the modules, along with both position and person data are entered into HRIS to enable management to perform the planning function. The HRIS produces reports organized along the lines of the modules, which facilitates accountability. A feedback loop enables the objectives to be modified to reflect actual performance. This is a typical closed – loop systems model consisting of input, processing, output and feedback loop.

2.4.2 The Simon Input / Data Maintenance /Output Model

In 1983, Sydney H. Simon presented a conference paper to human resources system professionals that viewed the HRIS in terms of input function provides the capability for entering data into the HRIS. This function includes procedures that describe the details of data gathering, which provides data, when it is provided and how it should be processed. Also, it included data validation and error correction. The maintenance function is next performed, and includes the standard processes of keeping human resource database current. Others are adding new records, changing existing records and deleting records. The output function uses the database contents to produce information primarily in the form of periodic reports.

2.4. 3 The Manzini-Gridley Hardware Network Model

They viewed HRIS in terms of interfaces with a corporate human resources database. According to this model users interface with the system by means of on-line devices such as PC's or terminals and receive outputs in the form of hardcopy responses to ad-hoc queries.

An Administrative function called HRIC (Human Resources Information Center) exists within HR for the purpose of assisting users, providing database security and enforcing privacy controls.

2.5 Use of human resource information system

There are several ways in which human resources information system can be used in the organisation. According to Pattanayak (2008) some of the applications which could be computerized and the nature/type of information that can be recorded and stored can be described as follows:-

2.5.1 Personnel Administration

It will encompass Information about each employee, such as name, address, date of joining the organisation and information about next of kin and family. The facility should allow the user to maintain a number of addresses, local postal address and the address of the next kin.

2.5.2 Salary Administration

Salary review procedures are an important function of the human resources department. A good human resource information system must be able to perform 'What if' analysis and present the proposed increase in a report suitable for distribution to various departments. The report should give the details of present salary, last increase and the proposed increase. A global update feature which will require a minimum of operator intervention should be available to affect pay increase for employees.

2.5.3 Leave / Absence Recording

An essential requirement of HRIS is to provide a comprehensive and accurate method of controlling leave/absences. A fundamental aspect of leave management is to maintain a complete leave history for each employee with the ability to increase entitlement according to leave rules. Every employee entering/leaving the gate will be swiped through and timing logging- in /logged out.

This will avoid manual effort in recording data and calculating wages for employees with any possibility of errors by oversight/ malpractice.

2.5.4 Skill Inventory

HRIS is used to record acquired skills and monitor a skill database at both employee and organisational level. This will provide opportunity to identify employees with the necessary skills for certain positions or job functions.

2.5.5 Medical History

The human resource information system may be used to record occupational health data required for industrial safety purposes accident monitoring, expensive to potentially hazardous materials and so on. For example hearing loss in certain work areas may be monitored using audiometric test and results recorded on HRIS. The records of periodical medical examinations may also be maintained.

2.5.6 Accident Monitoring

The system should record the details of the accidents for the injured employees. This can be used to highlight accident-prone areas or accident- prone times within the organisation.

2.5.7 Performance Approval

The system should record individual employee performance appraisal data such as the due of the appraisal, scores for each performance criteria, potential for promotion and other information to form a comprehensive overview of each employee. The textual data relating to appraisals can be retained in paper form and can be combined with the overview obtained from the HRIS for training, transfer and promotion purposes.

2.5.8 Training and Development

The system should consider the training and development needs of an employee, with the ability to record and enquire about courses completed, those underway and

any protected courses. This will enable any gaps in training to be identified and also allow training cost to be used for recording the details of training imparted to various employees.

2.5.9 Human Resources Planning

An organisation hires people because it has a need to fill a position to ensure that it continues to operate efficiently and within the budget constraints. Therefore a fundamental aspect of an HRIS should be to record details of the organisational requirements in terms of positions. A human resource information system can be used to connect employees in the required positions and keep track and establishing staff numbers using either reports or online enquiries.

A logical progression path and the steps required for advancement can be identified by HRIS after which the individual progress can be monitored. Recruitment: An essential function of any personnel department is recruitment. Recording details of recruitment activity such as cost and method of recruitment and time taken to fill the position can be used to provide a picture of the cost of recruitment in terms of time as well as money value.

2.5.10 Career Planning

HRIS could record projected positional moves. The system must be capable of providing succession plans to identify which employees have been earmarked for which positions.

2.5.11 Collective Bargaining

A computer terminal can be positioned in the conference room and linked to the main database. This will expedite negotiation by readily providing updated data and also facilitating what if analysis. This will provide the means for discussions based on facts and futures and not feelings and functions. The system can also be made accessible through telephone lines and modems to all employees to fire personnel queries.

2.6 Use of HCMIS in LGA's

Human Capital Management Information System (HCMIS) has the following activities in the LGA's (HCMIS user Manual, 2011).

2.6.1 Updating and maintaining employee data

The system is used to update or maintain employee data of the Councils by using personnel actions that prompt to change the employee data that is associated with actions. Examples of personnel action of employees that are updated are transfer between votes (from one department to another) for example a teacher from education department who is re-categorized to be HRO II in Administration department, transfer within votes, change of employee status from temporary to permanent terms of employment, employees acquires new knowledge, the status of education qualification is changed or when employee get promotion his or her status should change for example promotion from HROI to SHRO.

2.6.2 Recruitment and selection

The Public service recruitment Secretariat's office can track through the system the shortlisted candidates and ability to assign each applicant to an open requisition against an open vacancy from Councils. Any data entered is transferred to form HR11.1 employee Master file record upon hiring. Selected candidates from Public service recruitment Secretariat are posted to LGAs to be hired. Form PA36 used to hire an applicant and the procedures are; scanning of education certificates, birth certificate, marriage certificate and other related certificates. The form PA 36 is to be filled effectively and scanned certificates are attached and uploaded to PO-PSM where they approve those certificates and sent back the status if the applicant have been approved and given a check number within five minutes and when the procedures completed successfully the employee's information can be reviewed on form number HR11.

2.6.3 Employee reports

HCIMS help the LGA's to print various employees' reports according to the requirements. For example to run employee listing using form HR211 to print a list of employee information, to run birthdates listing using PA310 to print a list of employee birthdates from the employees master file, run starters and leavers report using PA223 to print a list of starters (new hires) and leavers (terminations) for a designated time period, to run position and job listing using PA213 to print a list of information about employee position or jobs, to run employee profile using PA311 to print a list of employee profiles includes specific employees, group of employees for example from administration department only or employees with specific review dates, to run qualified employee listing using PA262 to print a list of employees qualified for a position(education, competency) certificate requirements defined in PA08.1 (qualifications), run deduction report PR275 and PR276 to print a report of payroll deduction amounts and employee deduction information.

2.6.4 Deductions

HCIMS in LGAs is used to define deductions to be taken each month from an employee's salary to pay pension and other statutory contributions for example LAPF, PSPF, NSSF, NHIF are automatically deducted in the system using the employee deduction form PR14.1 to assign an employee and maintain all deductions that apply to a specific employee. This includes changing an existing deduction amount, stop a deduction from being taken or restart stopped deduction.

2.6.5 Direct deposit distributions

The system uses automatic deposit maintenance PR12.3 to review or change the order that the payroll system takes direct deposit distributions to employees. For example selecting the drop down menu on the Receiving DFI button, the list of all banks Ids and bank names available in Tanzania appear for example, NBC, NMB, CRDB and others. When viewing the said form the result will be the summary of the details of the employee entered into a direct deposit distribution. The bank account information is prepared after the employee has been hired to the system.

When you are talking about HCMIS (Human Resources Management Information System) the word competency must be involved because an organisation without a strong HCMIS) the entire organisation will not perform properly, and the employee must be competent in using HCMIS so as the information can be stored and used for daily activities.

2.7 Factors influence the use of HRIS

Information is needed for internal control, feedback and corrective actions and for statutory obligation. Human resource information system (HRIS) Is utilized basically for the following four purposes, storing information and data for each individual employee for future reference, providing a basis for planning, organizing, decision making, controlling and a host of other human resource functions, meeting daily transactions requirement such as marking data present/ absent and granting leave and supplying data and Submitting returns to the government and other statutory agencies. Human resources information system should be designed around a database consisting of employee and position records. The access to the database could be in batch mode or through online transactions, with ad hoc enquiries being satisfied by a report writer. Although the Tanzanian's local government authorities have the same purposes but the problem is on the implementation of those human resources information systems (Pattanayak, 2008).

Due to many problems in the LGA'S such as poor employee performance, poor planning for the employee both present and future plans, high turnover, and corruption. There is a need for the LGA'S to implement Human Resources Information System so as the basic employee's information can be known to improve performance and all other problems.

According to Gupta, (2006) A sound human resource information must offer the following advantages, first of all the clear definition of goals, reduction in the amount and loss of stored human resource data availability of firmly and accurate information about human asset, development of performance standards for the

human resources division, more meaningful career planning and counseling at all level and individual development through linkage between performance, rewards and job training (Gupta, 2006). Human resource information system in the LGA'S is of importance because it provides information for planning, controlling and decision making processes.

2.8 Data stored in HRIS

According to (Gupta, 2006) human resource information system should put employee records and files so as they can be integrated for fast retrieval, crosswords decision, cross referencing and forecasting, the system should also be oriented towards decision making rather than towards record keeping, so the employee information must be saved not only for fashion but for the daily needs of the organisation, but mostly on the LGA'S there are several problems in accessing those information's.

Bhattacharya (2010) Human resource information system to a great extent facilitate in compiling employee related information for subsequent use of the same for human resource activities also fulfil the strategic intent of the organisation. Therefore the effective use of the HRIS will help the organisation to obtain their goals and objectives.

2.9 Problems in using HRIS

Information system can be used as a tool to give their firms a competitive advantage and for the organisation to implement its own effective and efficient information system, it must follow the following steps, first pretest the system before installation, prepare users with proper training , prepare for instance get users involved back for security and build a regular review, but mostly the Tanzania's local Government authority they do not follow all those stages hence the problems in implementing the systems. For example some of them they do not pretest the system before installation hence problems in using the system (Robbins, 1984).

When establishing an information System in any organisation such as an HRIS (Human Resource Information System) there are several factors to be considered when designing it those are data, people, hardware, software, procedures, resources, finance and structure, But mostly in Tanzania, many organisations do not consider those requirements when designing HRIS (Human Resources Information System) in their firms.

For example they do not consider if the employees in the firm, will they be capable of using the system, the type of hardware and software will be purchased easily, and will it last in the firm or will it become outdated quickly, do the organisation have enough resources to invest so as the system can be used easily. Also the organisation management must ask themselves, why we want this, for what purposes, the requirements of the organisation must be recognized, after knowing those, there is where you can have the system. In Tanzania, the importance of an HRIS has already discovered, therefore that is why the Lawson system was introduced but the problem is in the implementation of the system.

2.10 Empirical Literature Review

This part of the study explains various literatures which were written by other researchers which are related or have a relation and contribution to human capital management information system in our organisations. Study of Magenda (2011) on an investigation of Problems facing application of HRIS at Institute of Judicial Administration (IJA), Lushoto' the introduction of web –based technologies meant that the historical problems relating to the sharing of data and processes over a network could be now be managed by means of the universal set of technology tools. This in turn meant that anyone in the organisation with access to a Personal Computer (PC) and an internet connection could now use self-service tools that enabled line managers and employees to access and update records and processes that, so far had been the preserve of the Human Resources function alone, but still the effective HRIS application is still a problem experienced in many organisations.

A study by Paul M, (2011) on the Availability ,Access ,and Use of the Computerized Human Resources Information System in Public Organisation In Tanzania the case of Public Pension Fund Headquarters revealed that originally Organisation used Information Systems to produce pay slips and pay roll reports, maintain personnel records and analyse the use in the organisations and. Due to (ICT) many Organisation have gone beyond these traditional functions and have developed and adopted CHRMIS which supports function such as recruitment, selection and hiring of job placement, performance management, employee benefit analysis, training and development, health, safety and security many organisations in Tanzania still use the tradition paper based on HRIS that have some draw backs despite serving their purpose. These traditional HRIS cause delays, have small storage capacity, they are less flexible and in most cases unreliable. With this system it becomes difficult.

A study conducted by Kalikawe (2010) on ‘the assessment on the effectiveness of Human Resources Information System in Parastatal Organisation in Tanzania’. Explored the views, experiences and concerns of the managers in relation to the use of Information Systems and their role and responsibilities they found 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 from their study that the way in which middle and senior Managers used the system differed considerably. Middle Managers used the systems to monitor the work of the people they supervised and to analyse and create information .Senior Managers on the other hand tended to make less use of the systems and relied upon their major junior colleagues to supply them with paper based abstract or summary. This tendency appeared to work against Information System objectives. Senior Managers put forward a variety of reasons for their lower levels of the use of the systems. They admitted to a lack of skills but argued that in any case, the systems did not contain information in a suitable form. Also several Managers both at senior and less senior levels , implied that it was somehow not part of the manager's role to use information technology indeed for some senior managers it appeared to be almost a measure of status that they could command human

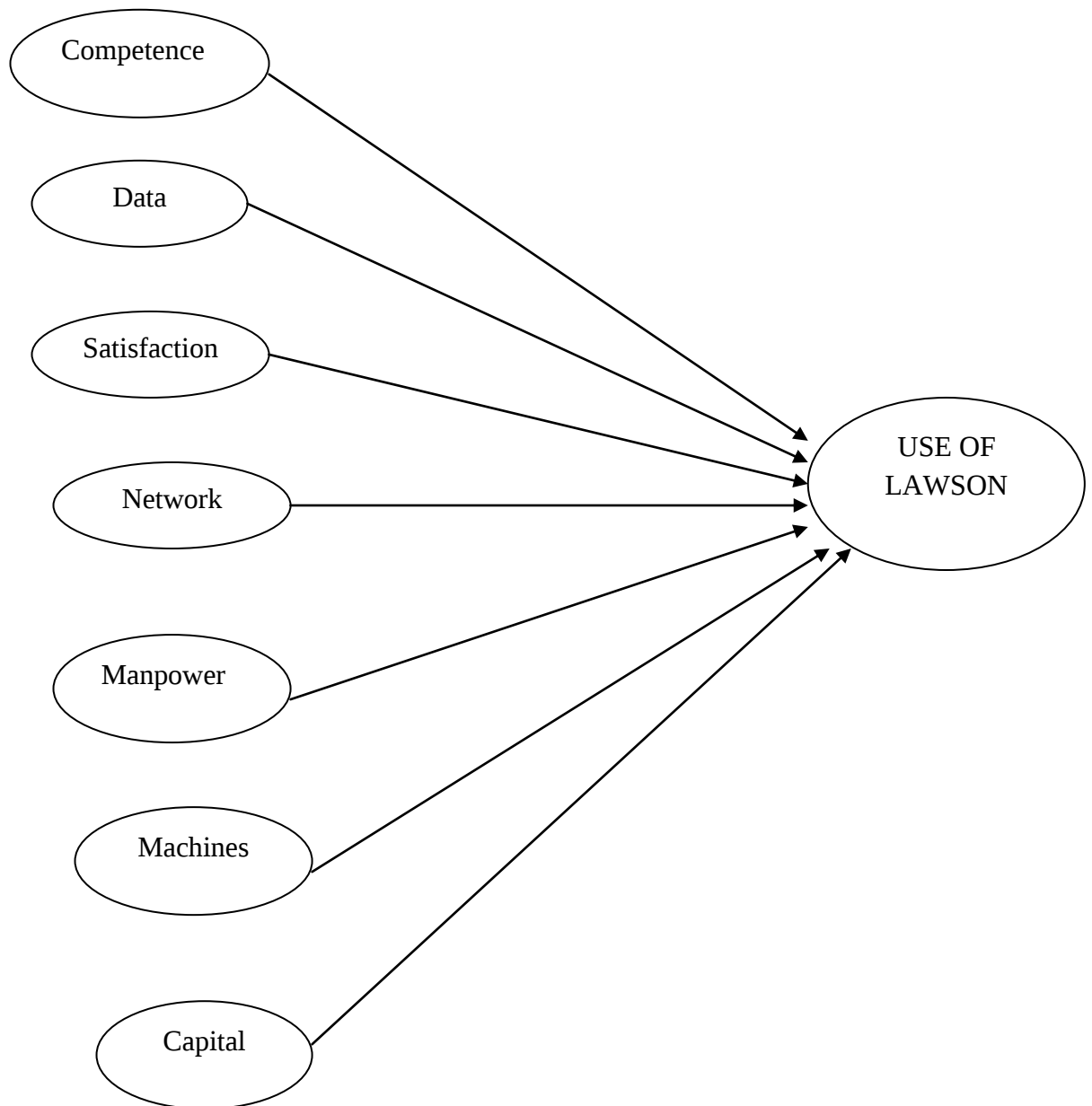
processing power , in the form of middle Management or secretarial support. What Managers believe is that Information Technology makes a Manager to end up as a typist the belief that computer turn Managers into typists' impact on the way the system is used by senior Managers. Another reason put forward for the flow of information Systems by senior Managers was the perception that older Managers cannot cope with the new are widely believed to be less receptive to new technology and reluctant to change their working practices.

On the other hand Mwanyika (2009) who conducted a case study on 'Assessment of The Role and Performance of HRIS' revealed the Administrative and Strategic importance of HRIS, there are two extremes, the pure administrative use of HRIS and its strategic use. Ultimately the goal of both is to increase organisational value .HRIS efficiency and Administrative effectiveness of an organisation can only be reached through strategic deployment of the Information provided by HRIS. Administrative HRIS is used in the a day to day operations and it is usually in the form of records that hold employee's information .Administrative Human Resources is more efficient when it is used with IT because HR professionals are better able to handle large amounts of information effectively and efficiently .In contrast to Administrative HRIS is much more difficult to explain and measure because there is no way to be sure that the benefits a direct result of strategic deployment of HRIS. Strategic HRIS consists of tools to assist in decision making. For example, strategic may include those associated with recruitment and retaining employees.

Figure 2.2 Conceptual Framework

INDEPENDENT VARIABLES

DEPENDENT VARIABLES



Source; Researcher 2013

2.11 Conceptual framework

Dependent Variable of the study is the use of Lawson which is influenced by independent Variables such as competence, Data satisfaction, network, manpower, Machines Computers and capital

2.11.1 Competence

Is the ability to do something Well (Oxford Advanced Dictionary 8th Ed) When an employee use HCMIS (Lawson, Version 9) must be competent, that means the employees must be skilled so as they can use Lawson. The council must ensure that the employees trained so as they can use (Lawson, version 9).

2.11.2 Data

Data are packages of information formatted in a special way. The function of Lawson (Version 9) is influenced by the availability of data stored in it such as recruitment and selection, collective bargaining, deduction, career planning, Direct Deposit, distribution, performance approval and leave and absence.

2.11.3 Satisfaction

Job satisfaction or employee satisfaction (also referred to as morale) is one of the most widely used variables in organisational behaviour. It is an employee attitudinal response to his or her organisation. As an attitude, job satisfaction is summarized in the evaluative component and comprised of cognitive, affective, and behavioural components. (Scholl, 2003)

2.11.4 Network

Better performance of HCMIS (Lawson Version 9) is influenced by the availability of the network, which will enable different activities of HCMIS (Lawson version 9) to function well.

2.11.5 Manpower

Availability of Manpower will influence the proper performance of Lawson, Expertise is needed so as maintenance of Lawson can be done frequently, which will enable to be kept safely. Machines/Equipment, there is a need of machines such as computer, so as data can be saved.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology is a way to systematically solve the research problem it may be understood as a science of studying how research is done scientifically, in research methodology various steps are adopted by the researcher in studying a research problem along with the logic behind them (Kothari 2002). This methodology used in this research involves both quantitative and qualitative approaches which focus on the efforts made in retention of employees with Tanzania Local Government authority a case of the Shinyanga Municipal Council. The important aspects in this chapter involve research design, area of study, population sample size, sampling procedures, data collection and data analysis.

3.2 Research Design

In this research the research design was used, case study design used because of its advantages which allow focusing in finding extensive information because it allows a researcher to be familiar with people hence the Information was easily collected, so the investigation was done intensively because detailed information from groups and individuals was acquired the choice of case study preferred in this research because, a case study took place at a particular time, in a particular place ,with particular people hence it saves time, because it allows depth investigation of individuals and groups in short time and it gives time for other important things to be done. In this research the case study design was used to examine the challenges faced by the LGA's in implementing human capital management information system, by the use of case study design enough information was obtained in a short time and in depth information was be acquired, moreover the use of case study design is preferred in this research because it is very useful in minimizing cost.

3.3 Area of the Study

The study took place in the Shinyanga Municipal Council, the study takes place on Shinyanga Municipal Council because of its advantages to the researcher, the researcher was able to obtain accurate information, and information was obtained as it was planned by the researcher.

3.4 Population of the Study

Target population is that group a researcher wants to get information or make generalizations to it (Kumar, 1999). The study population of the study was all local Governments in Tanzania but Shinyanga Municipal Council was picked as a case study to represent these LGAs.

Shinyanga Municipal Council represented many LGA's in the country, especially those which are having several problems in their human capital management information system. In many local government authorities there have already introduced human capital management information system but they are faced with many challenges.

3.5 Sampling procedures and sample size

3.5.1 Sample size

The sample of the study was taken from Shinyanga Municipal Council employees who constituted of 320, sixty four (64) employees out of the 320, which is 20% were sampled. These employees were selected from about 5 departments. The departments are Administration and Human Resources, Trade and Finance Department, Health Department, Education Department and Agriculture Department. In each department, 20% of the total number of employees were selected for data collection.

Table 3.1 Sample size

Department	Total number of Staffs	Sample Size	Percentage
Administration and Human Resources	34	7	6.8
Trade and Finance	27	6	5.4
Health	92	18	18.4
Education	147	29	29.4
Agricultural	20	4	4
Total	320	64	64.1

Source: Research Findings, 2013

3.5.2 Sampling Procedures

The sampling procedures which used in this research are the purposive and random sampling methods so as to obtain the response from Shinyanga Municipal Council employees. Purposive Sampling was used to get the response from Administration and Human resources department, and the council technicians responsible for Lawson (Version, 9) and random sampling was used to get the response from Trade and Finance Department, Health Department, and Agriculture Department so as to obtain a total of 64 employees which is 20%.

3.5.3 Data Collection

Data which was used in this study was collected from various sources which include both secondary and primary data. The following method was used to collect data in this study.

3.5.4 Primary Data Sources

In this research data collection method as primary source data was collected through questionnaire, interview and observation which were as follows:

3.6 Questionnaire

A set of questionnaires was administered focusing the following group. The first set which was targeted employees responsible in implementing (HCMIS), employees responsible in using and updating Lawson (Version, 9) information. Also questionnaires were administered to other staffs from the Health Department, Trade and Finance, Education Department, and Agriculture Department.

The information which was obtained focus in position, age, sex, educational level, marital status, and working experience, the problems of using Lawson and their level of satisfaction.

3.6.1 Interview

The interview was used as data collection together information /data on the challenges of HCMIS. Interview was used as a data collection technique mainly for the qualitative information which could not easily be collected through questionnaire technique, the interview was administered to administration and HR department and Council technicians, this was personal interview (face to face), A guide for interview was prepared to help maintaining consistency while asking questions.

3.6.2 Observation

Observation was done through the conducting visit on offices, department units, and operation office and field conditions in order observe current challenges that face the council in HCMIS. The researcher observed that the computers in the Council were not enough, the experts who were trained in Lawson were not enough and network condition was not conducive for the system hence problems such as network failure.

3.6.3 Secondary Data Sources

Under this source, Information was gathered from Shinyanga Municipal Council record office, articles, books, other researches and other sources. Data like frequency of employee access to computers, the importance of HCMIS in the particular council, number of employees and council strategy for human resource information system was obtained through this procedure.

3.7 Measurement of variables

Is about being sure that the variables used in research really do capture the true meaning of the concepts being measured (Ruane, 2005).

The measurement of variables was measured by using both dependent and Independent variables such as competence, satisfaction, data, and network, manpower, capital and the machines/equipment.

3.7.1 Type of Data

Respondents were asked to explain type of data stored in Lawson and percentages were calculated.

3.7.2 Satisfaction

Respondents were asked if they are satisfied or not because some respondents are satisfied and others are not. The variable of age and sex was used to determine those who are satisfied and those who are not. Also variables numbers (I-iv) such as i) strongly satisfied ii) satisfied iii) dissatisfied iv) strongly Dissatisfied

3.7.3 Manpower

The respondents will be asked if they are trained in using the system. The variation of education level, age and sex will be measured as follows; educational level, from i) primary level iii) secondary level, iii) diploma and iv) degree and others.

3.7.4 Capital and Machines

The respondents were asked to explain if there are enough capital and machines such as computers. The variance of working experience and educational level was measured. For example working experience, as follows bellow 5 years, 5-9 years, 10-14 years, 15-19 years and 20 and above, also educational level such as i) primary level, ii) secondary level, iii) diploma, iv) degree and others.

3.7.5 Competence

The respondents were asked how competent they are in using Lawson. The variables of age, sex, educational level, working experience. For example age in years, (1 male, 2 female). Educational level was measured ranging from lower level to a higher level of education, i) for primary level ii) secondary level iii) diploma iv) degree (v) others.

3.7.6 Network

The respondents were asked to explain on the availability and failure of networks. The variable of educational level and working experience was used and the variable of i) Yes ii) No was also used.

3.8 Data analysis

The data from the questionnaire were analysed using the Statistical Package for Social Science (SPSS) software and Microsoft excel and Microsoft word. Before analysis, the data were coded and classified. Then the data were analysed by computing using descriptive statistics through pie charts. Eventually the results were presented in pie charts, frequency tables and percentages in order to test the research question.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

The main purpose of the study was to examine the Challenges of HRIS (Lawson, Version 9) in the Shinyanga Municipal Council .This chapter reports the study findings after analysing the data obtained through questionnaires, in depth interview, observation and documentary review. The presentation starts with the major background characteristics of the respondents particularly position, department, sex, age, marital status and working experiences.

The chapter goes on further to firstly present the types of data stored in Lawson , competency in using Lawson, factors influence the use of Lawson , satisfaction in Lawson and the problems associated with using Lawson.

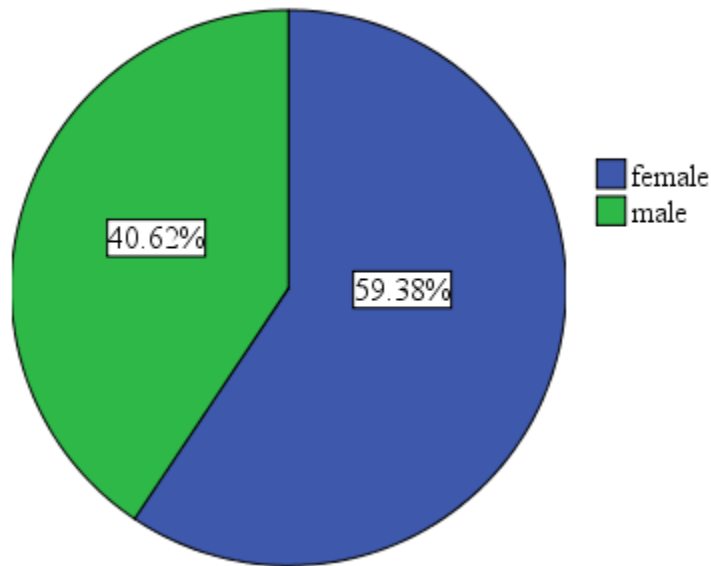
4.2 Background information of the respondents.

The aspect was very important in obtaining the overall picture of the respondents that could help in discussing the main issues arising about the challenges of HRIS (Lawson, Version 9) in Shinyanga Municipal Council and the challenges associated with it.

4.2.1 Distribution of respondents by sex

The analysis was interested to understand the ratio of men and women who understands, who were using, benefited, and the challenges they get from HRIS (Lawson, Version 9).The analysis was conducted by using questionnaire, observation, interview and review of different documents .The outcomes presented in figure 4.1. Where by females were 38 which were 59.4% and male were 26 which were 40.6%.

Figure 4.1 Distributions of respondents by Gender



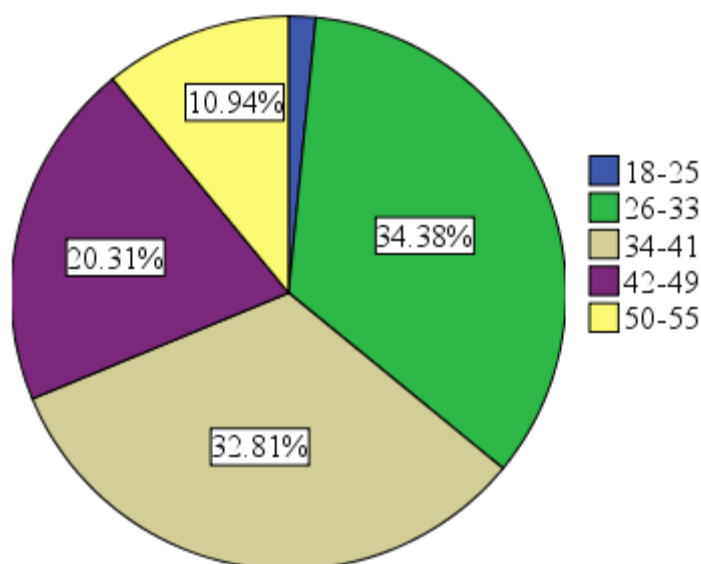
Sources: Field data, 2013

Table 4.1 and figure 4.1 shows that, a total of 64 respondents, where by males were 26 and 38 were female. Generally, this study indicates that the number of female respondents was higher than that of male respondents. As the findings indicated in table 4.1. The expectation of the researcher to collect information from 64 respondents was reached, and the researcher was strongly satisfied with how women in this council were aware about HCMIS compared to men because the percentage of women is higher than that of male respondents in which women were 59.4% and men were 40.6%. Adam and Green (1998), assert that both in the working places and homes, men's and women's time is differently organized to the extent women are much less likely to find the time to use information and communication technologies either as a fringe work or as a leisure pursuit, but in this research was a different number of women who are aware about HCMIS is higher than that of men, this means that nowadays women are so competitive with their male counterparts.

4.2.2 Age of respondents

The age of the respondents ranged 25 to 55 and above, the findings show that respondents aged between 18-25 years is only 1 which was 1.6% and 22 respondents which was 34.4% of the respondents were aged between 26-33 years, 21 respondents which were 32.8% of the respondents were aged between 34-41 years, 21 respondents which was 32.8% of the respondents and 7 respondents which was 10.9% of the respondents were aged between 50-55 years. According to the findings, the age of the respondents was found not to have an influence on the challenges of (Lawson, Version 9).

Figure 4.2 Age of the respondents



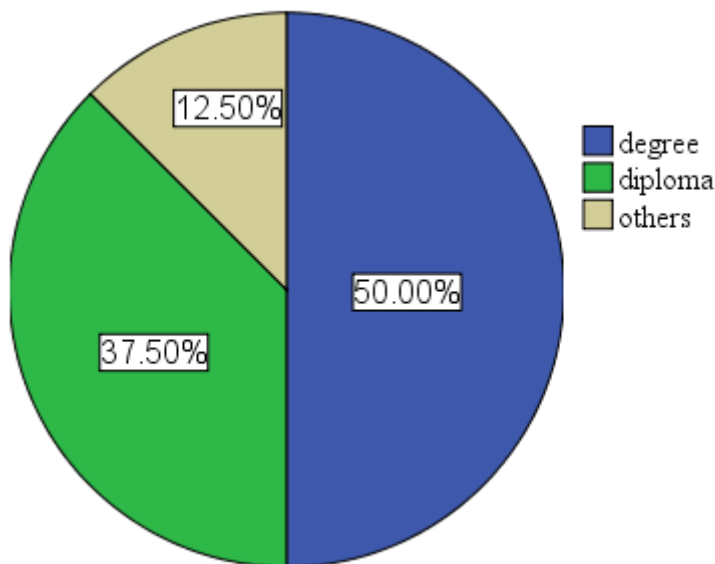
Source: Research findings, 2013

According to the findings, the age of the respondents was found not to have an influence on the challenges of (Lawson, Version 9), were from 18-25 was 1 which was 1.6%, 26-33 were 22 which is 34.3%, 34-41 were 21 which was 32.8%, 42-49 were 13 which was 20.3% and 50-55 were 7 which was 10.9%.

4.2.3 Educational Level

The researcher was interested to know how the educational level of the respondent influences in the use of HRIS (Lawson, Version 9) in the council. Figure 4.3 shows the distribution of the sampled respondents by their level of education. The results show that a majority were having the degrees which were 50% followed by those who have a diploma which was 37.5% and lastly were the group of others which was 12.5%.

Figure 4.3 Educational level

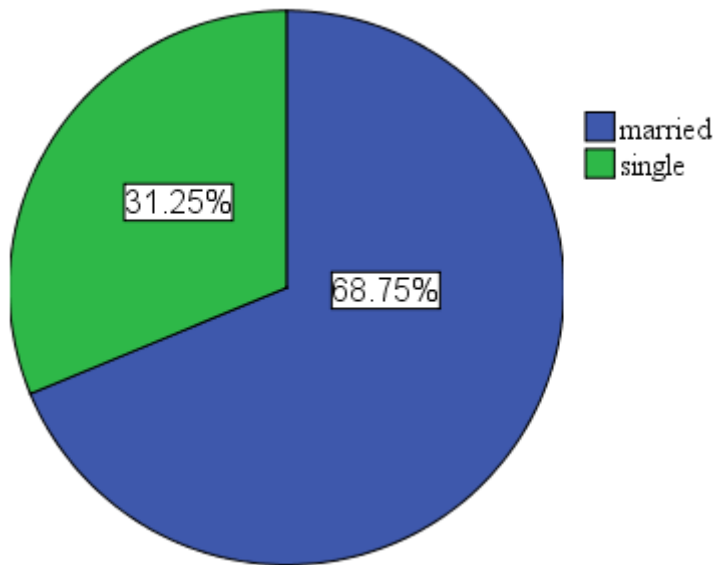


Source: Research findings, 2013

4.2.4 Marital Status

The researcher was interested to know the marital status of the respondents and how it influences the use of HRIS (Lawson, Version 9), the researcher discovered that 44 of the respondents were married which was 68.8% and 20 of the respondents were single which was 31.2%. But the findings show that the marital status of the respondents does not have any influence in the use of HRIS (Lawson, Version 9) in the council.

Figure 4.4 Respondents by marital status

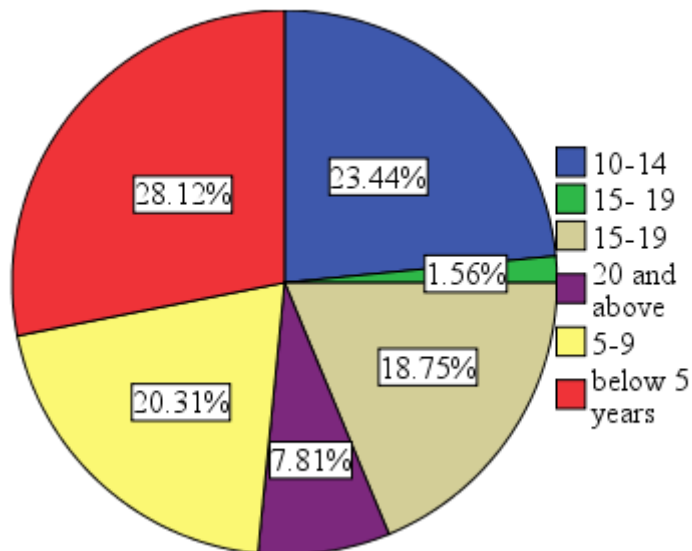


Source: Research findings, 2013

4.2.5 Working experience of the respondents

The researcher wanted to know the working experience of the employees in the organisation. The results show that employees who work below 5 years were 18, which is 28.1%, 5-9 years were 13 which is 20.3%, 10-14 years were 15 which is 23.4%, 15-19 years were 12 which is 18.8%, 20 and above years were 5 which is 7.8%. The researcher observed that those who worked for many years were the ones who were more familiar with HCMIS than those who work for a few years.

Figure 4.5 working experience



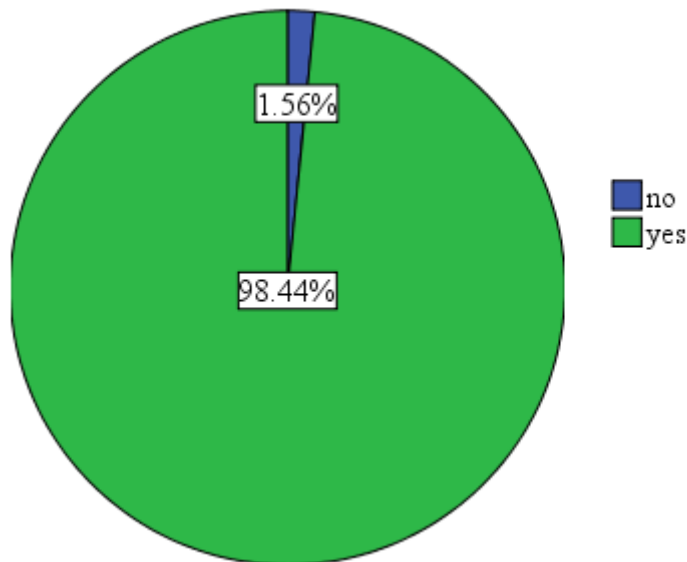
Source: Research findings, 2013

4.3. Types of Data Stored in Lawson

4.3.1 Recruitment and selection

Is the process of getting the human resources into organisations departments, sections and jobs (McKenna and Beach) .In today's competitive labour market organisation are competing for resourceful employees all over the world. For the organisation to have competitive employees they need to have strong and useful policies in recruitment and selection so as they can have the best job performers so recruitment and selection is very important. The researcher was interested to know if recruitment and selection part is included in the HRIS, when the respondent asked about this only 1 respondent which was 1.6% said NO and 63 respondents which were 98.4 said YES.

Figure 4.6 Recruitment and selection

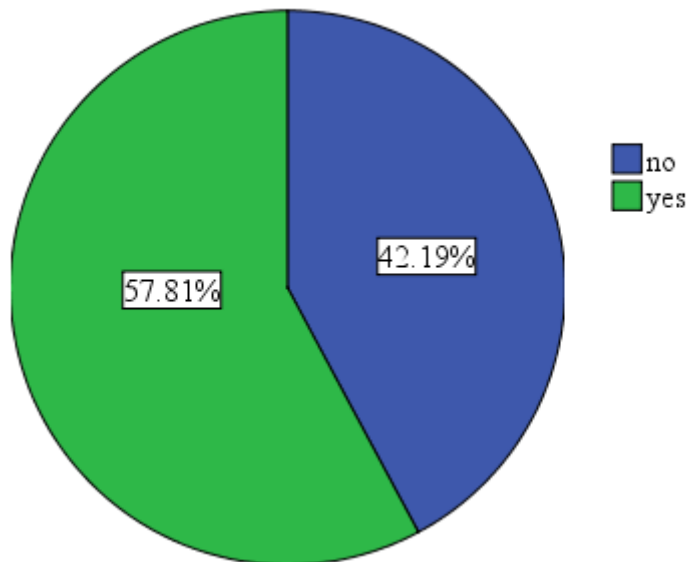


Source: Research findings, 2013

4.3.2 Collective Bargaining

Collective bargaining is the process of negotiations between employers and group of employees aimed at reaching agreements that regulate working conditions. (Wikipedia atom feed) , the researcher was interested to know if there is a space in the system whereby employees can discuss about collective bargaining issues in the system about 27 employees said yes they were able to do that and 37 employees they said NO they were not able to do that.

Figure 4.7 Collective Bargaining

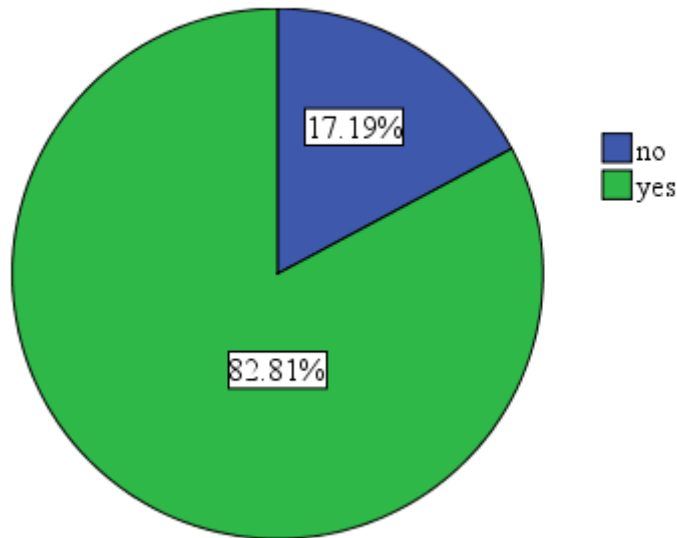


Source: Research findings, 2013

4.3.3 Deductions

Is any item or expenditure subtracted from gross income reduce the amount of income subject to tax .It is also referred to allowable deductions, (Investopedia) HCMIS allow employee's salary to be deducted directly and the money are taken each month from an employee's salary to pay pension and other statutory contributions for example LAPF, PSPF, NSSF, NHIF are automatically deducted in the system using employee deduction form PR14.1 to assign an employee and maintain all deductions that apply to a specific employee .The employees were asked by the researcher and about 11 employees replied YES which was about 17.2% and 53 respondents replied YES which was 82.8 % of the whole respondents.

Figure 4.8 Deductions

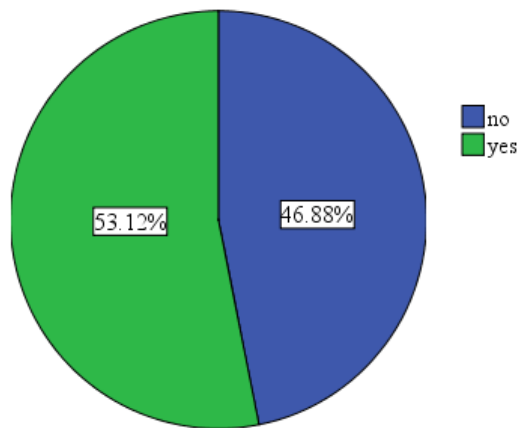


Source: Research findings, 2013

4.3.4 Career Planning

The routes people can take to advance their careers within the organisation. It uses all the information provided by the organisation's assessments of the requirements, the assessment of performance and potential management, succession plans and translates it into the form of individual career development programs and general arrangements for management development, career counseling and mentoring. When the respondents asked if career planning was among the types of data stored in Lawson, 30 respondents which were 46.9% replied YES and 34 respondents which were 53.6% said YES.

Figure 4.9 Career Planning



Source: Research findings, 2013

4.3.5 Direct deposit and distribution

The money is deducted from the employee's salary so as they can be replaced with the loans which employees took from different banks in the country such as CRDB, NMB , NBC , EXIM , Barclays and Standard Chartered Bank. About 11 employees when they were asked about deductions they said NO and 53 employees said YES

Figure 4.10 Direct deposit and distribution

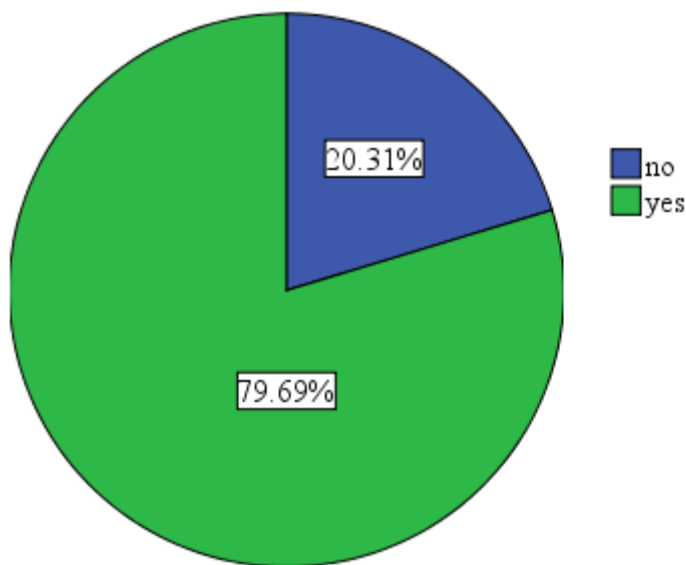


Source: Research findings, 2013

4.3.6 Employee transfer

The researcher was interested to know about employee transfer if it is among the data entered in Lawson and 13 employees which were 20.3% say no employee transfer was not included in the system and 51 respondents which were 79.7% say yes the part included in the system.

Figure 4.11 Employee transfer



Source: Research findings, 2013

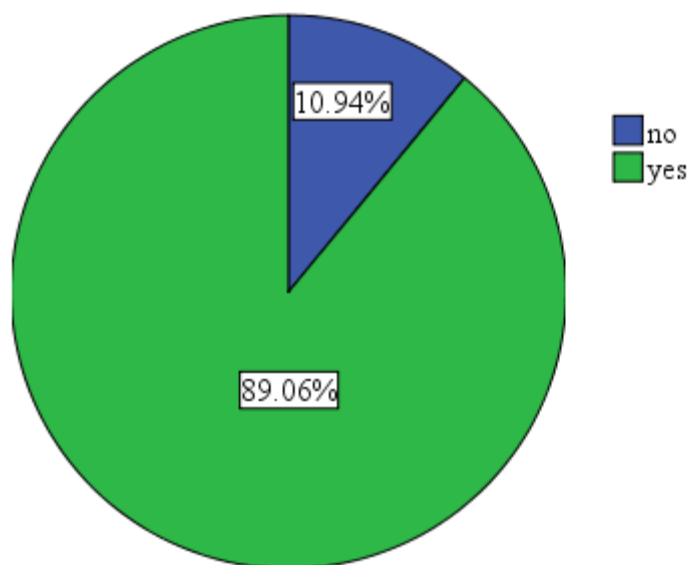
4.3.7 Training and development

Dressler, (2005) defines training as methods used to give employees' skills they need to perform their jobs. Therefore, training implies preparing for an employee for an occupation or specific skills .In case, it has to be narrow in its focus and be for the, rather than personally oriented. 14.1% of the respondents replied NO when they were asked about training and development and 85.9% replied YES when they when asked about this.

4.3.8 Skill Inventory

The researcher asked the respondents about the issue of skill inventory, the researcher was much concerned if the skills of the respondents and qualification were entered into the system so as to save their different skills which the respondents possess. The results show that 10.9% of the respondents disagree that skill inventory was one of the data entered in Lawson and the majority of the respondents were 57 respondents which was 89.1% of the respondents agree that skill inventory was one among the parts involved in the system.

Figure 4.12 Skill inventory

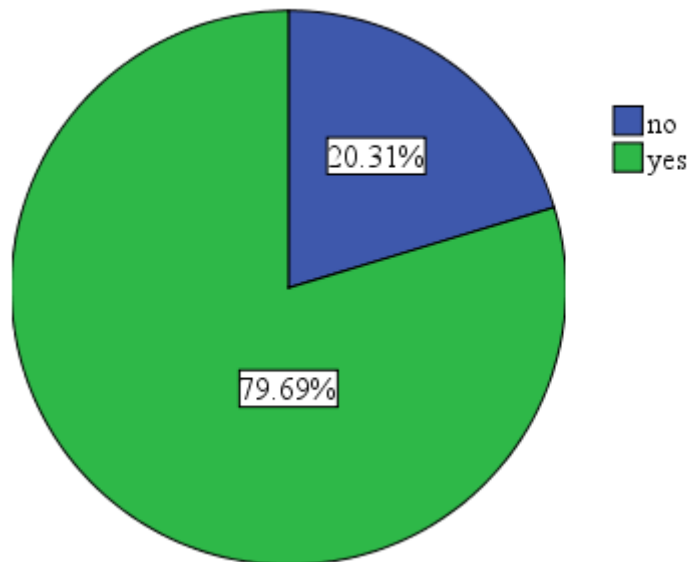


Source; Research findings, 2013

4.3.9 Leave and Absence recording

Armstrong, (2009) An HRIS can provide the best means of recording absenteeism. If a self-service approach is in place, managers and team leaders can have direct access to absence records showing the incidence of absenteeism (number and length of absence). The respondents were asked if leave and absence recording is included in HCMIS (Lawson , Version 9) and about 13 respondents which were 20.3% responded NO and 51 respondents which were 79.7 % responded YES.

Figure 4.13 Leave / Absence recording

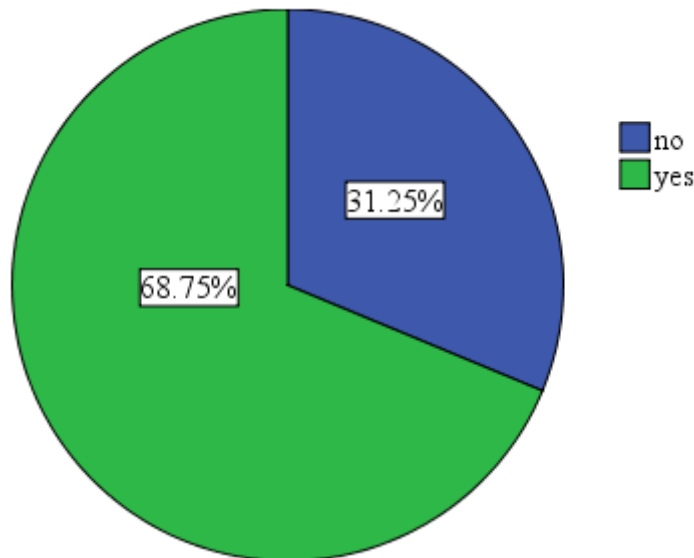


Source: Research findings, 2013

4.3.10 Performance Approval

Armstrong, (2006)“Performance management is a systematic process for improving organisational performance of individuals and teams”, the respondents were asked about the performance approval if it was one of the data entered in Lawson and 31.2% of the respondents replied no and 68.8% of the respondents replied yes.

Figure 4.14 Performance Approval



Source: Research findings, 2013

4.4 Competency in Using Lawson

The concept competence has been used in general management for many decades to describe a set of attributes that lead to an employee performing better than others. Such attributes constitute talents. The limitations of personnel management as a discipline and profession of people management during the late 1960s and 1970s and the evolution of human resource management philosophy in the 1980s have adapted and developed the concept of competence in human resource management more professionally. It is now common knowledge that human resource management becomes more effective when a competence framework and the technique is used (Horton, 2000).

The researcher was interested to know how employees were competent in using Lawson. The results show that the only groups in the council who are competent in using Lawson are the HR Officers and IT technicians, the researcher also found although data kept in (Lawson Version, 9) include information about all employees in the council but only HR Officers with proper security access are able to maintain employee's information in the system.

Also the researcher found that the council has two IT technicians who are responsible in maintaining the proper performance of the system, but these IT Technicians do not have access to LAWSON as the system is only restricted to HR Officers with proper security access. According to (HCMIS User manual, 2011). The user manual is designed to enable Human Resource Officers from all MDAs to maintain their employee's information in (Lawson, Version 9) environment and make all necessary changes as they are needed. These items are restricted to Human Resource Officers with proper security access.

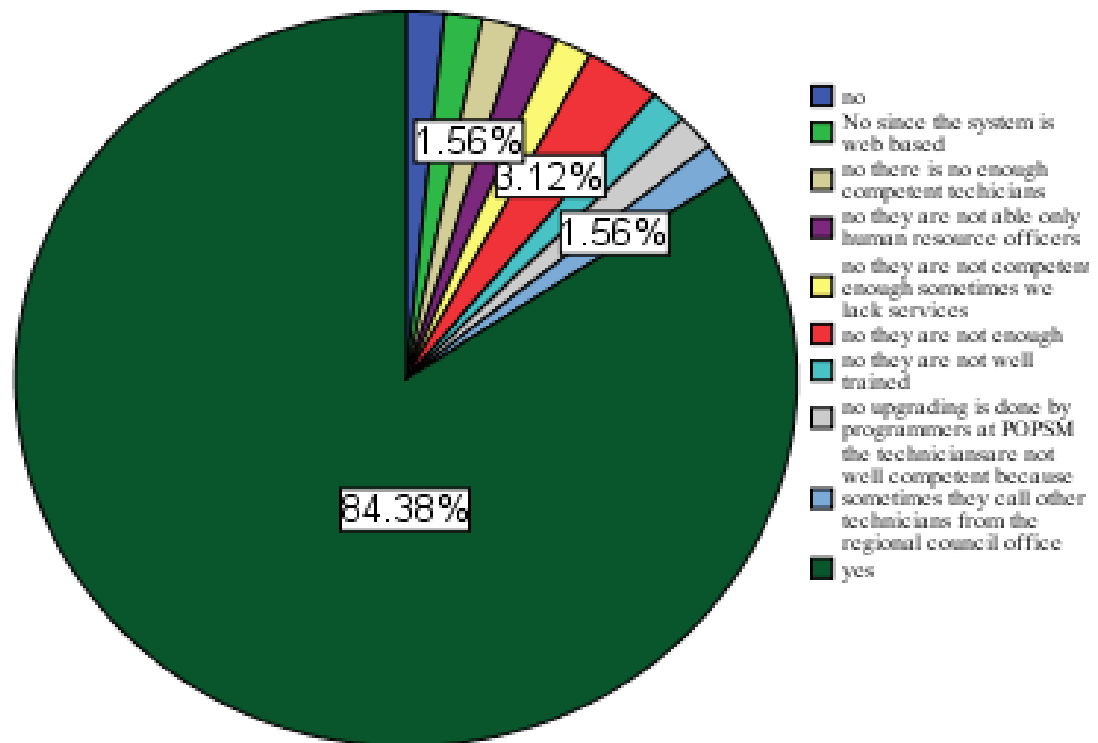
One of the respondents who was an IT Technician said:

“...HRO always call me to check if the network is functioning properly, the only thing I can do is reset the system, but I cannot be able to access the system because I do not have those security codes (proper security access)...”

4.4.1 Presence or Absence of Competent Technicians Responsible in Upgrading Lawson, Version 9.

The researcher wanted to know if the council has competent technicians responsible, about 54 respondents said YES there were Competent and about 10 said NO there were no competent and they provided the following reasons they said that the technicians were not well trained, they said that the upgrading process was done by programmers at POPSM, sometimes technicians were called from the regional council office to help them solving their problems.

Figure 4.15 whether there were competent technicians responsible in upgrading (Lawson version, 9)



Source: Research findings, 2013

4.4.2 Training of Responsible Technicians in (Lawson, Version 9)

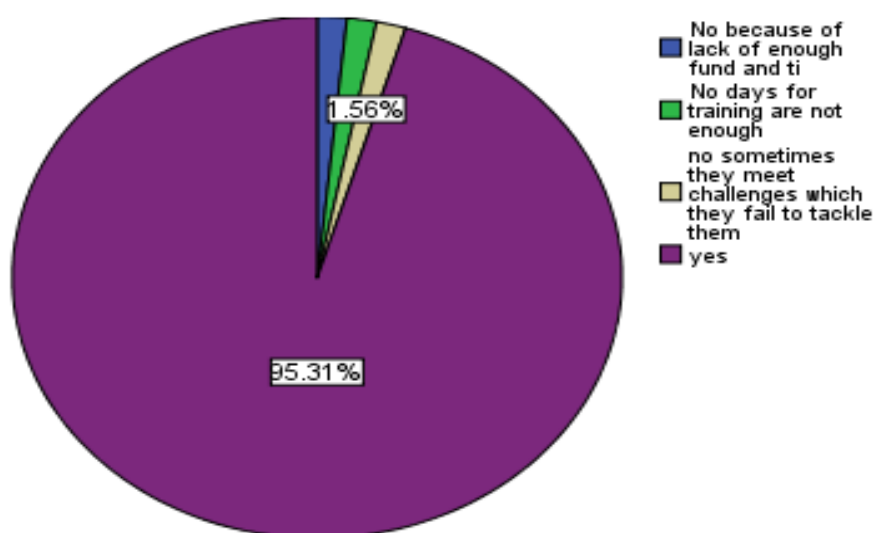
The technicians were asked about this and one of the technician *said that although they are trained but the trainings days were very short*, so the Government and POPSM must extend the day for trainings so as the technicians could be well trained and serve the Council in different issues, about 61 respondents said YES they were well trained and 3 respondents said NO they were not well trained and they provided the following reasons lack of fund to train employees responsible, number of days for training were not enough and they were complaining about the days for training were not enough.

Table 4.1 whether technicians responsible were well trained in (Lawson, Version 9)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not because of lack of enough fund and the	1	1.6	1.6	1.6
	No days for training are not enough	1	1.6	1.6	3.1
	no sometimes they meet challenges which they fail to tackle them	1	1.6	1.6	4.7
	Yes	61	95.3	95.3	100.0
	Total	64	100.0	100.0	

Source: Research findings, 2013

Figure 4.16 whether the technicians responsible well trained in (Lawson, Version 9)

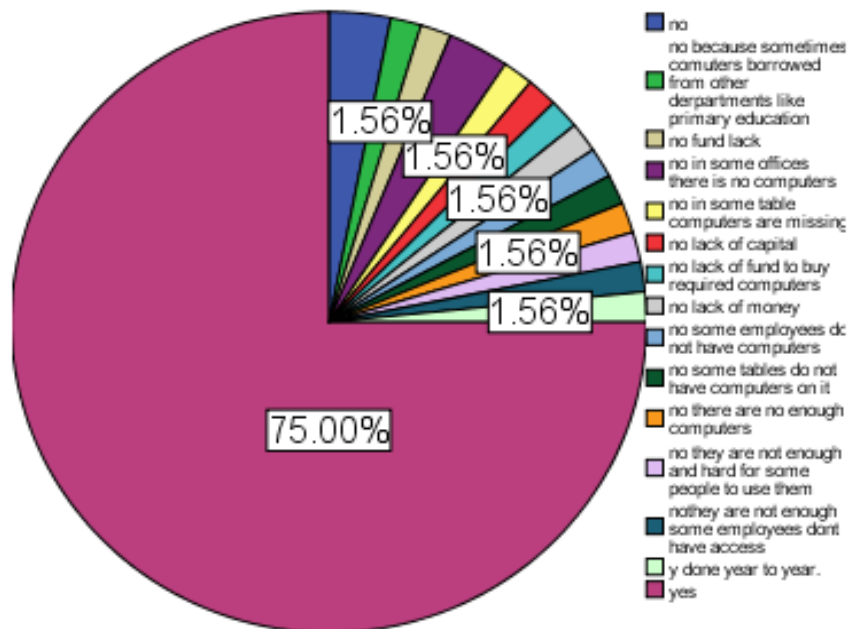


Source: Research findings, 2013

4.4.3 Whether the Computers were enough in the Council

The researcher wanted to observe about the availability of computers in the Council, about 48 respondents which is 75% say YES Computer were not enough in the council and about 2 employees which was 3.1% of the respondents say no computers were enough in the council. Those who said YES they provided a lack of capital to buy the computers, was the main reason which led to this problem.

Figure 4.17 do the computers enough in the Council

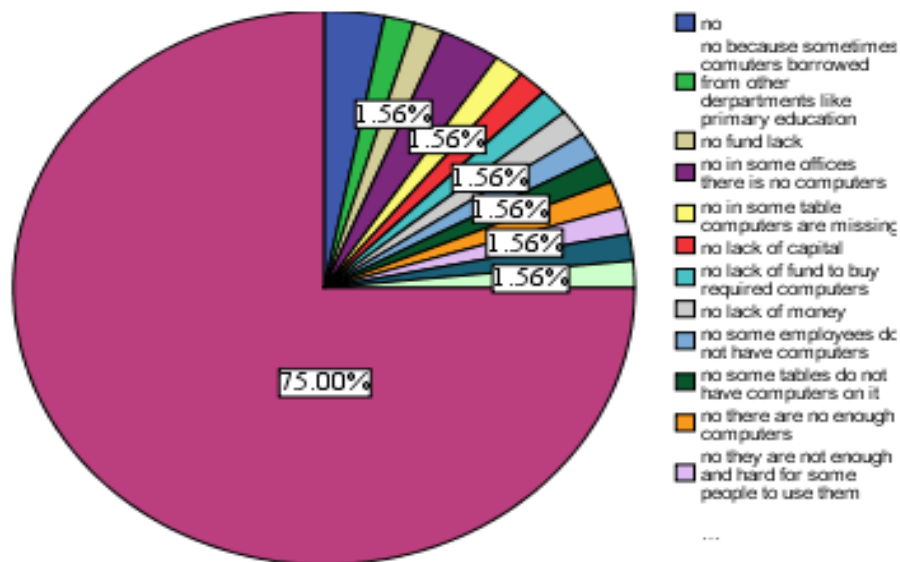


Source: Research findings 2013

4.4.4 If the Employees Capable in Updating their Information in Lawson

According to HCMIS User manual (2011) the user manual is designed to enable Human Resource Officers from all MDAs to maintain their employee's information in Lawson Version 9 environment and make all necessary changes as they are needed. These items are restricted to Human Resource Officers with proper security access. When the respondents were asked they replied they did not have such experience, employees who were trained in Lawson were HR people, and others replied that only HR and IT people were the one who were trained in Lawson.

Figure 4.18 if the employees are capable in updating their information in Lawson



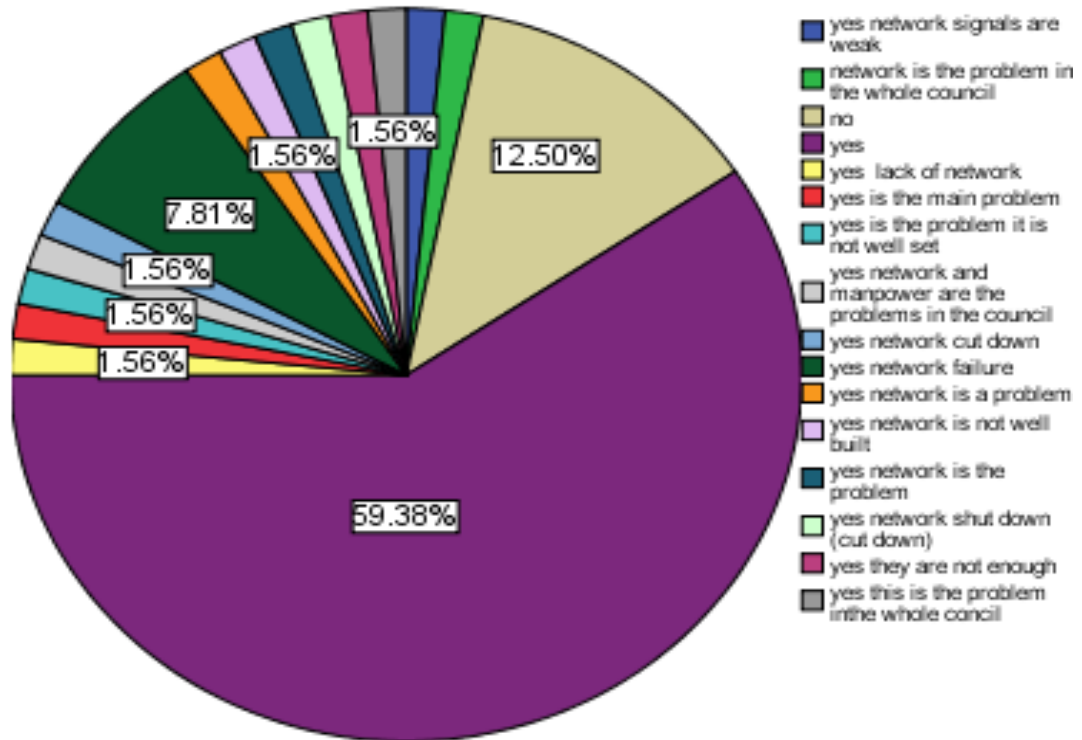
Source: Research findings, 2013

4.5 Factors Influence the Use of LAWSON, VERSION 9

4.5.1 Network

The findings described in the table shows that 38 respondents which were 59.8% replied YES network was among the important factors that influence the use of Lawson and only 8 employees which was 12.5% replied NO network was not among the factors that influence the use of Lawson. And the majority of the respondents was complaining about network signals were weak; sometimes there was lack of network and there were poor network infrastructures in the council.

Figure 4.19 Network



Source: Research findings, 2013

4.5.2 Capital

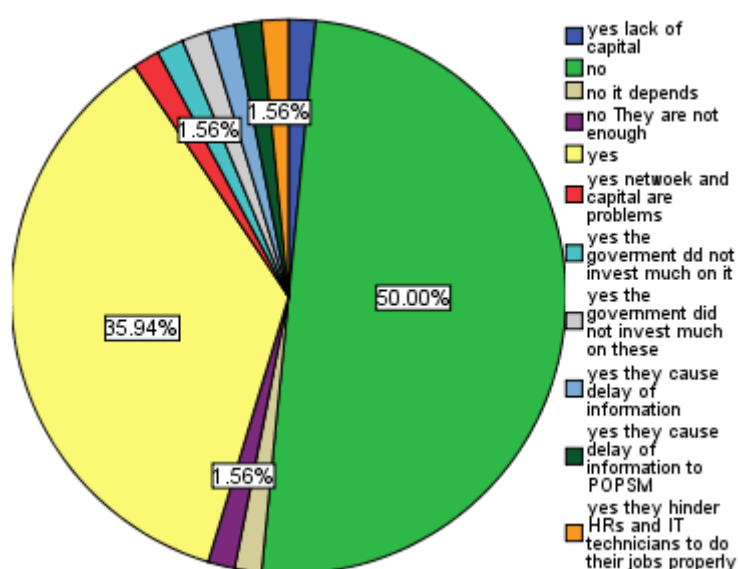
The researcher was interested to know if Capital is among the factors which influence the use of Lawson in the Council and how it affects the use of Lawson in the council and 23 respondents which was 35.9% of the respondents said the YES Capital influence the use of Lawson and when they were asked how it influences the majority of the respondents said that the Government did not invest much in the system which was the problem.

Table 4.2 Capital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes lack of capital	1	1.6	1.6	1.6
	no	32	50.0	50.0	51.6
	no it depends	1	1.6	1.6	53.1
	no They are not enough	1	1.6	1.6	54.7
	yes	23	35.9	35.9	90.6
	yes networks and capital are problems	1	1.6	1.6	92.2
	yes the government did not invest much on it	1	1.6	1.6	93.8
	yes the government did not invest much on these	1	1.6	1.6	95.3
	yes they cause delay of information	1	1.6	1.6	96.9
	yes they cause delay of information to POPSM	1	1.6	1.6	98.4
	yes they hinder HRs and IT technicians to do their jobs properly	1	1.6	1.6	100.0
	Total	64	100.0	100.0	

Source research findings 2013

Figure 4.20 Capital

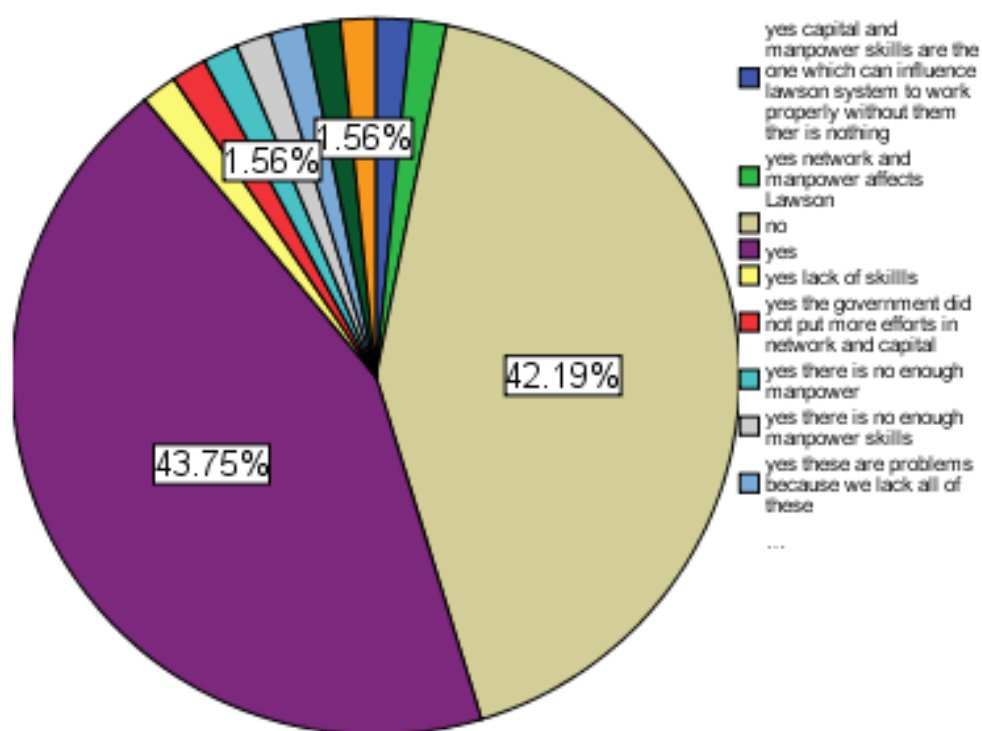


Source, research findings 2013

4.5.3 Manpower skills

In case of Manpower Availability about 42.2% of the respondents responded NO and 43.2% of the respondents replied YES. When they are asked how Manpower availability influences majority of the respondent said that the Government did not put much efforts to train its employees.

Figure 4.21 Manpower skills



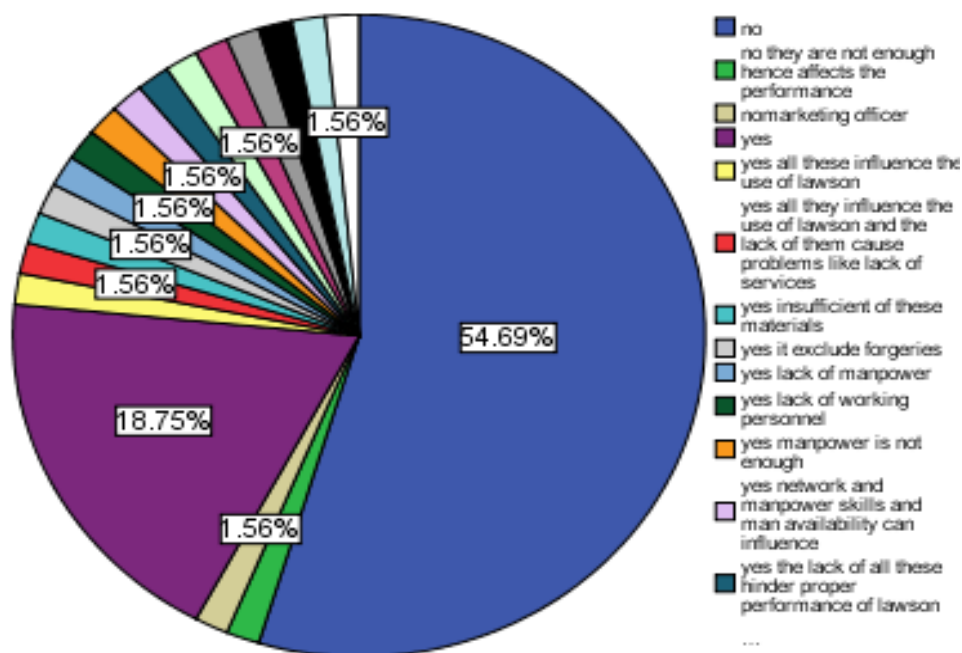
Source: Research findings, 2013

4.5.4 Manpower availability

(Bhatia, 2006) Manpower inventory or manpower audit refers to the analysis and assessment of current human resources .The purpose is to know the size and quality of personnel available within the organisation to man various positions .Manpower audit will indicate the utilization of talent and the gaps that exists in the present manpower. The inventory of various skills (skill inventory) may be indexed to ensure all available talent has been included.

Forecasting wastages due to retirement, death, resignations, terminations, voluntary retirement, promotions and transfers take into consideration while assessing the existing Human Resources. Then the manpower availability can be prepared correctly. The researcher wanted to know if manpower availability was among the factors that influence the use of Lawson, Version 9 In Shinyanga Municipal Council, but the results show that 35 respondents which were 54.7% said NO and about 12 employees which was 18.8% replied YES. And when they were asked how manpower availability influences the use of Lawson they said that manpower resources were not enough hence cause delay of activities in the council.

Figure 4.22 Manpower availability



Source: Research findings, 2013

4.6 Satisfaction in Lawson

Nyamoita, (2011) on the “*Factors Influencing the Effectiveness of HRIS at the National Cereals and Produce board, Kenya*” concludes that satisfaction criterion considers attitudes, beliefs, cultures and behavioural issues as the key areas that influence successful implementation of information systems. The researcher wanted to assess if the employees are satisfied with how Lawson works in the council, the researcher discovered that the employees who were using Lawson (Version, 9) are Human Resource officers and IT technicians, and other department is involved in indirect way 34 employees which were 34 respondents which 53.1% of the respondents said yes when they were asked if they were satisfied with how Lawson works in the Council. About 16 respondents say they were strongly satisfied, 11 employees which were 17.2% were dissatisfied and 3 respondents which were 4.7% were strongly dissatisfied.

Table 4.3 Are you satisfied with how Lawson works in your council?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	11	17.2	17.2	17.2
	Satisfied	34	53.1	53.1	70.3
	strongly dissatisfied	3	4.7	4.7	75.0
	strongly satisfied	16	25.0	25.0	100.0
Total		64	100.0	100.0	

Source: Research findings, 2013

4.7 Problems associated with using Lawson

4.7.1 Network Failure

The researcher was interested to know if the network was the problem with using (Lawson Version, 9) in the Council, and the findings show that about 62 which were 96.9% employees answered YES that network failure was the problem when using Lawson in the Council and only 2 respondents answered NO which was 3.1% of the whole respondents. The researcher wanted to know why Network was the problem and the respondents who answered YES they said that there was a tendency in the Council, when they went in the HR office to check their several problems so as they could be solved by the HR in the Lawson system, most of the time the HR was

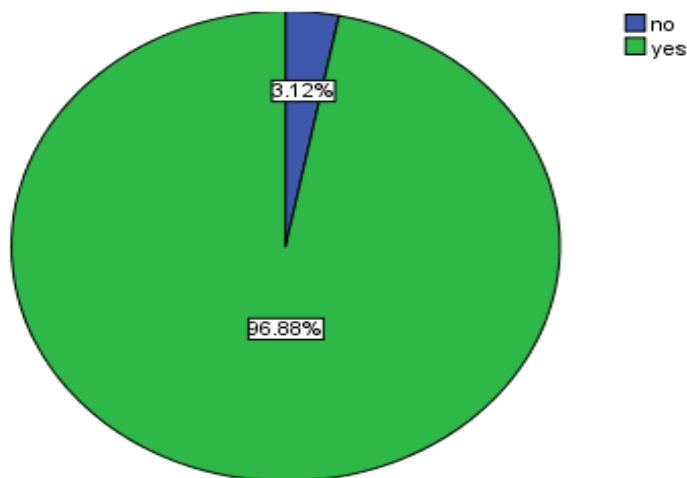
complaining about Network problem. For example one of the employees was saying that one day she took her loan forms so as the HR can check on the Lawson system and sign these forms but there was no Network, hence she was not able to fulfil her plans that day.

Table 4.4 Network Failure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	2	3.1	3.1	3.1
	yes	62	96.9	96.9	100.0
	Total	64	100.0	100.0	

Source: Research findings, 2013

Figure 4.23 Network Failure



Source: Research findings 2013

4.7.2 Data Installation

According to Armstrong, (2009) a Human Resource Self Service System (HRSS) allows Managers and employees' access to information and the facility to interact with the system to input information or make choices of their own. This can operate through an HR portal (a site functions as appoint of access to information on the internet.) When the respondents were asked if data installation was the problem in

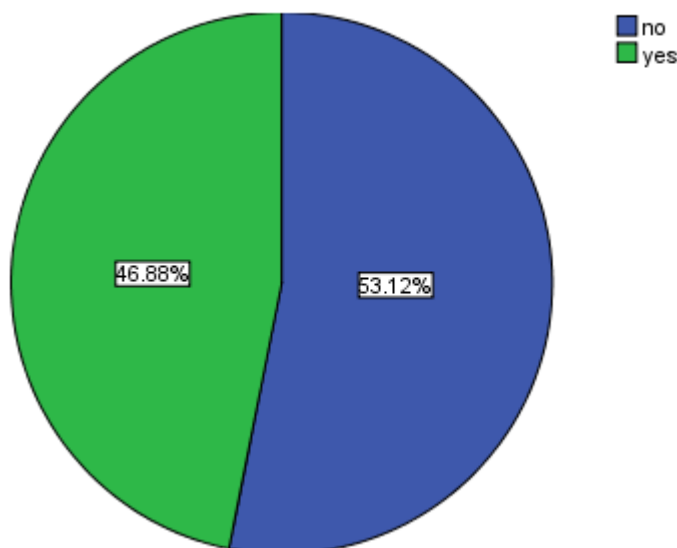
using Lawson about 34 respondents which were 53.1% said NO and 30 respondents which were 46.9% said YES.

Table 4.5 Data Installation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	34	53.1	53.1	53.1
	yes	30	46.9	46.9	100.0
	Total	64	100.0	100.0	

Source: Research findings, 2013

Figure 4.24 Data Installation



Source: Research findings, 2013

4.7.3 Satisfaction

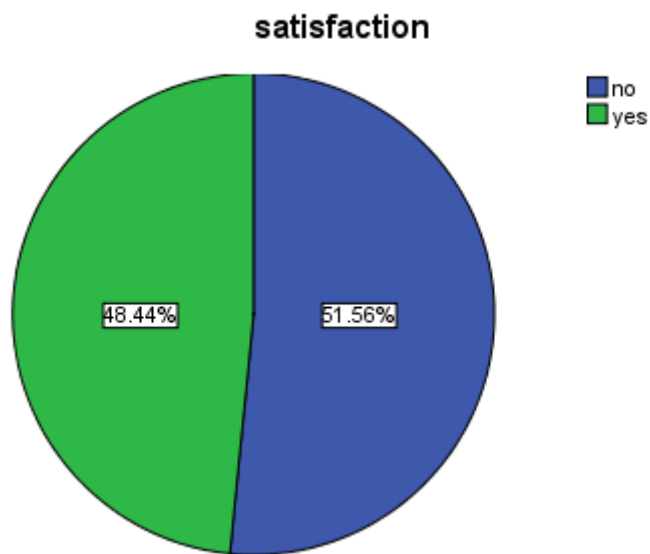
Job satisfaction is one of the several individual mechanisms that directly affect job performance and organisational commitment. (Colquitt et al, 2010) When the researcher asked the respondents about this 51.6% said no they were not satisfied and 48.4% said yes they were satisfied.

Table 4.6 Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	33	51.6	51.6	51.6
	Yes	31	48.4	48.4	100.0
Total		64	100.0	100.0	

Source: Research findings 2013

Figure 4.25 Satisfaction



Source: Research findings, 2013

4.7.4 Delay

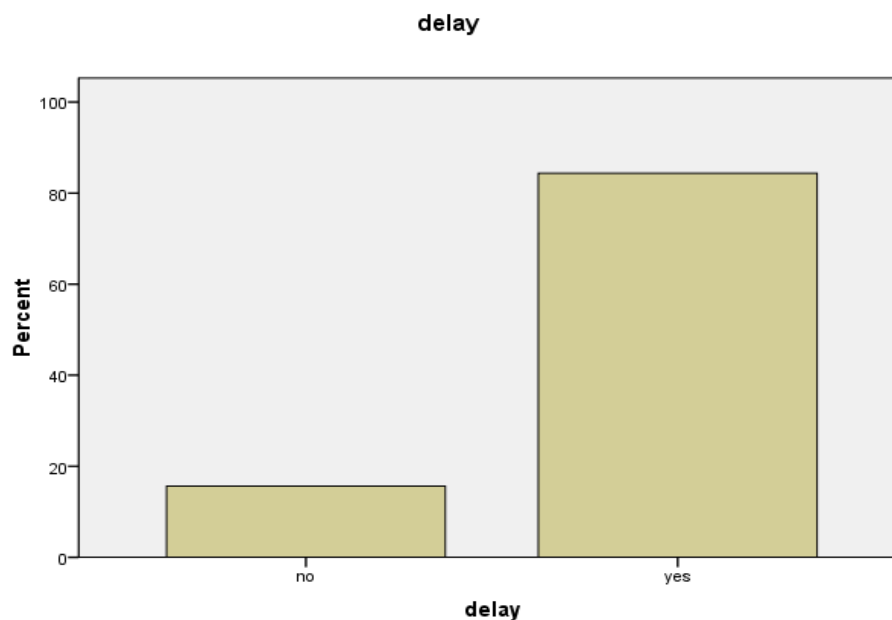
The researcher wanted to know if the delay was one of the problems in using (Lawson, Version 9) and when the respondents were asked 10 respondents say NO which were 15.6% and 54 respondents say yes delay was the problem which were 84.4%.

Table 4.7 Delay

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	10	15.6	15.6	15.6
	Yes	54	84.4	84.4	100.0
Total		64	100.0	100.0	

Source: Research findings 2013

Figure 4.26 Delay



Source: Research findings, 2013

4.7.5 Manpower Skills

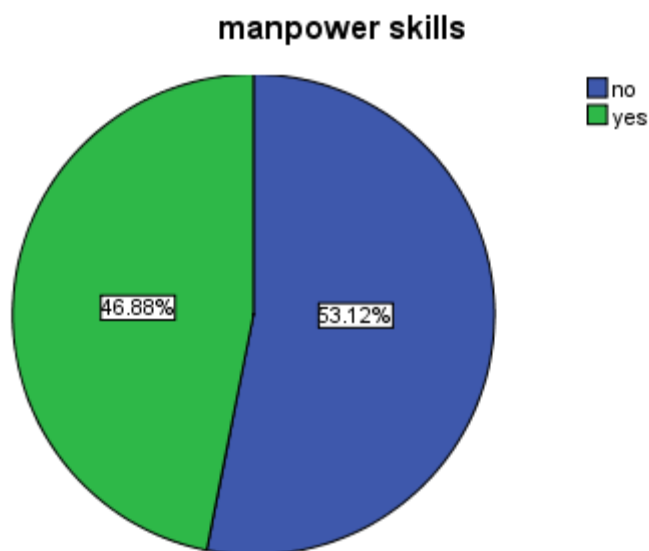
HRIS is disadvantageous, it can be expensive in terms of finance and manpower .It can be threatening and inconvenient. Thorough understanding of what constitutes quality information for the user. The computer cannot be a substitute to human beings. Figure 4.27 shows that 53.1% of the respondents said manpower was not skilled well and 46.9% said that manpower in the organisation was well skilled.

Table 4.8 Manpower Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	34	53.1	53.1	53.1
	yes	30	46.9	46.9	100.0
Total		64	100.0	100.0	

Source: Research findings, 2013

Figure 4.27 Manpower Skills



Source: Research findings, 2013

4.7.6 Manpower Availability

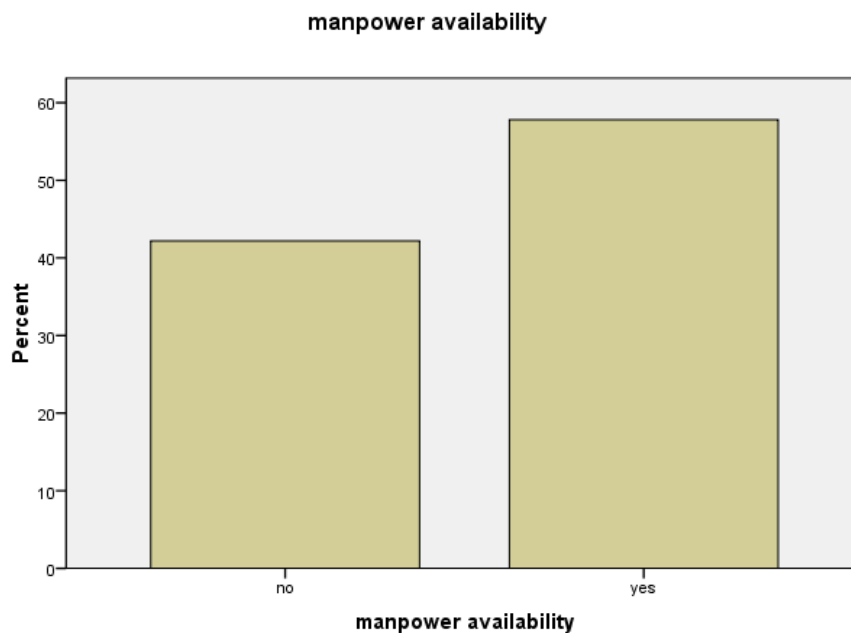
Besides the manpower skills the respondents were asked about the manpower availability if it's also the problem in the use of Lawson in the Council .Table 4.9 42.2% of the respondents say that manpower availability it was not the problem and about 57.8% said that yes it was the problem.

Table 4.9 Manpower Availability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	27	42.2	42.2	42.2
	Yes	37	57.8	57.8	100.0
Total		64	100.0	100.0	

Source: Research findings 2013

Figure 4.28 Manpower Availability



Source: Research findings, 2013

4.7.7 Expertise

Yet there is no developed information system that works without people. In fact, the more sophisticated the system, the more likely it will need experts to use it. Several categories of people are involved in information systems .Data entry personnel are responsible for putting data into and extracting information from, computer –based systems. Data processing managers are responsible for directing the use of the systems preparing reports and transmitting information to decision makers.

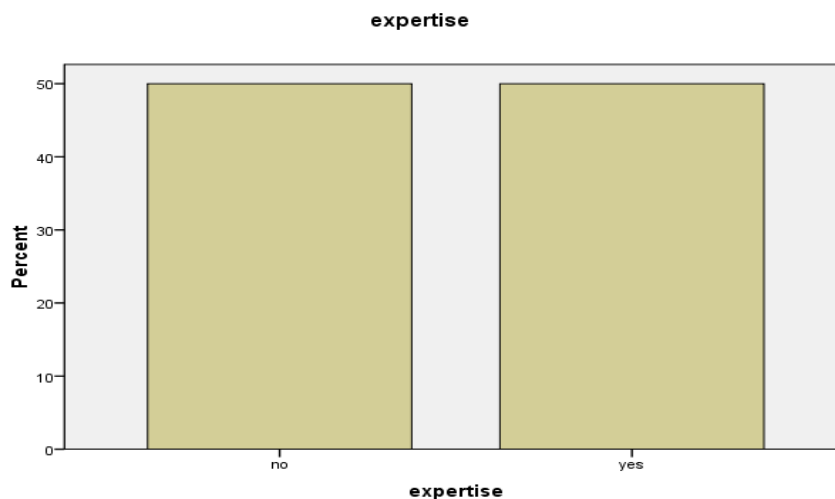
Systems analysts configure hardware and software into a system designed to provide the information required in an organisation. Programmers create the software defined by the systems analyst to make the system work. End users –recipients of information are also part of the system because they identify what information is needed, when it is needed and in what form. (Holt, 1987) respondents were asked if the lack of expertise was the problem which led to poor performance of HRIS in the council, 32 respondents replied NO which was 50% and 32 respondents replied yes which was also 50%.

Table 4.10 Expertise

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	32	50.0	50.0	50.0
	yes	32	50.0	50.0	100.0
	Total	64	100.0	100.0	

Source: Research findings, 2013

Figure 4.29 Expertise



Source: Research findings 2013

4.7.8 Implementation Strategies

The implementation of HRIS has to be handled as a project .The implementation process includes various steps. It starts with recognizing the current stage including process planning and implementation process. The validation of HRIS provider takes time and the organisation should focus on selecting the most suitable vendor.

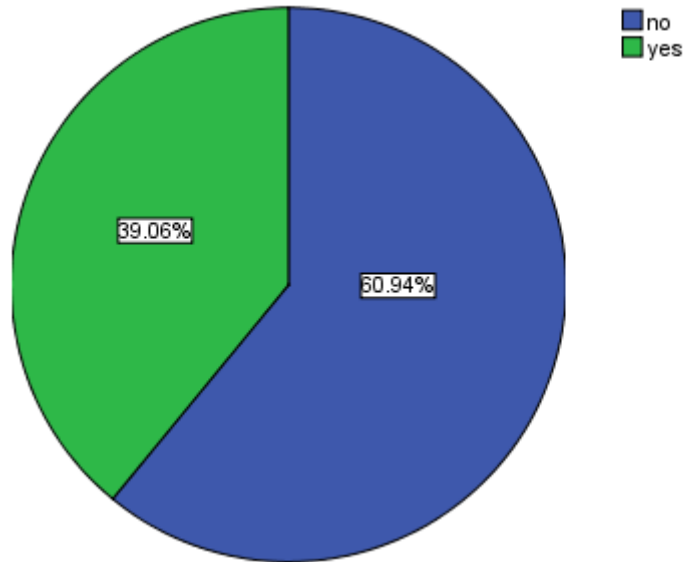
Whether the decision is to build the software in house or buy it from outside, the approach for implementation remains the same. For implementing HRIS, hardware and software need to be installed. Basic training required to use the system needs to be completed. This will help the end users to understand the new systems and compare the features and the processes with respect to the present system that is being replaced by the new HRIS. In the training sufficient time is provided to the end users to understand the screens, how to make data entry and how to handle exceptions. During training sessions, based on the feedback from end users, there is a need for modifying the installed system .All these modification requests are consolidated and then discussed with the management for their views, comments and approval. Since these modifications involve a change of the code and related efforts, these require prior approval of the management. Once approved, the system is modified to suit the needs of the end users. When the respondents were asked if implementation strategies was the problem 39 respondents which was 60.9% replied NO and 25 respondents which is 39.1% replied YES.

Table 4.11 Implementation Strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	39	60.9	60.9	60.9
	Yes	25	39.1	39.1	100.0
Total		64	100.0	100.0	

Source: Research findings, 2013

Figure 4.30 Implementation Strategies



Source: Research findings 2013

4.7.9 Poor Planning

Strategic Management occurs as the result of a planning process that reviews internal and external factors affecting the ability of an organisation to successfully achieve its goals. Strategic planning is the systematic way of setting the direction for an organisation and developing strategies, tactics and operational plans to ensure its success. Strategic Planning is a dynamic process, as it requires that organisation constantly revisit the plan to make sure it is viable in the face of changes within the organisation and in the market place. When the respondents were asked if poor planning was one of the factors that hinder the use of Lawson 46 respondents which were 71.9 % said NO and 18 respondents which were 28.1% said yes.

Table 4.12 Poor Planning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	46	71.9	71.9	71.9
	yes	18	28.1	28.1	100.0
Total		64	100.0	100.0	

Source: Research findings, 2013

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter is divided into four sections; sections one dwells on conclusion, section two presents recommendation whereas section three dwells on policy implications and section four produces the needs for further studies.

5.1 Conclusions

Based on the objectives of the study, the following conclusions are made:

- a) The findings from the first objective of to find types of data stored in (Lawson, Version 9). The study concludes that there is a high rate of adoption of HCMIS in the organisation and furthermore it is preceded with global technological advancement and internal strategies of increasing working efficiency.
- b) The study concludes that, the rate of accessibility of HCMIS in the organisation mainly depends on the usage and responsiveness of the user while, it is more accessible to employees and less to other staff. Also the study concludes to have positive awareness of MIS and close relationship to work.
- c) Findings in investigating the problems of using Lawson in LGAs concluded. In identifying satisfaction of employees on the use Lawson the study concluded technical problems on HCMIS were the main limitations towards the effective use of HCMIS, also the high cost of system management.
- d) Introduction of new technology in the organisation needs a well stated HRIS policy which emphasizes the use of internet and intranet. Transformation of manual work forms to computerized work forms has its problems but the Government needs to have a strategic plan which will go together with organisation HRIS policy, so that Computer users might be a necessary requirement for workers and everybody.
- e) This study provides some insights into the implementation of HCMIS to a public organisation, which should help HR practitioners acquire a better

understanding of the current HCMIS implementation status, applications, benefits and barriers.

5.2 Recommendations

- a) Therefore, judging from the findings of this study, it is very essential that the Tanzania government, POPSM and the Management of Shinyanga Municipal Council encourage the spread of ICT and increase its availability, accessibility and its usage in performing the HR functions and improve the state of HCMIS (Lawson, Version 9) in the Council so as the system could be able to fulfil the needs of all employees in the Council.
- b) The training and education programmes are available but the Government and POPSM are supposed to extend time and increase budget so as the employees can be well trained, for now the time for trainings is not enough. For example HR's and IT people they went for training only for three to five days which is not enough for them to be competent in Lawson which led to the delay of employee's information. Also other employees at the council are supposed to learn about how Lawson works so as they can be patient when Human Resources Officers are dealing with their issues in the system.
- c) Adequate strategies could be put in place to achieve the stated policy options, the tremendous that ICT holds for improving the organisation performance through the system. HR managers as stakeholders should play a positive role to support HCMIS implementations in their organisations.
- d) In order to implement, operate and maintain an advanced HRIS (Lawson, Version 9) organisations needs employees with the required skills. Therefore, Shinyanga municipal Council should have mandatory training of its employees at all levels, so as they can be competent in using Lawson.
- e) The Government and POPSM are supposed to add a space in the system, in which the employees can correct errors about their information in the system .For example Teachers although they are Municipal Council Employees but they are not always available in the council so it takes them time to come to the Council to bring their school certificates to the council to be uploaded in

the system, so when this space is added they will be able to correct errors this will reduce time used by the hr.

- f) Resources must be increased both Human Resources and Machines such as Computers .For example the number of Human Resource Officers are not enough ,they must be added so as data can uploaded within short time. Also every HR must have his /her own computer in the office so as data can be entered within short time.
- g) The Government and POPSM must introduce new technological ways which are more advanced and which are fast ,so as time can be saved and more data can be entered and uploaded within a short time .According to IT technician, In order to solve network problems in the council ,the council must introduce OPTIC FIBER which is more faster compared to the currently TTCL Network which is not is not conducive .For example currently in Shinyanga Municipal Council, they are cleaning employees data (Data Cleaning Process) which requires HR to send all employee's information to POPSM for data cleaning but the process sometimes fails due to network problem issues .For example uploading process takes fifteen to thirty minutes which is a problem.

5.3 Policy Implications

5.3.1 HCMIS Security Policy

Human Capital Management Information System possess information that is sensitive information and valuable ,the exposure of sensitive information to unauthorized individuals could cause irreparable harm to the government .additionally ,if HCMIS information were tempered with or made unavailable ,it could impair the government's ability to manage and serve Public service.HCMIS Information Security Policy therefore requires employees to diligently protect Information is appropriate for its sensitivity level (HCMIS Security Policy, 2013).

- a) The current HCMIS Policy insisted in encouraging the consistent and effective approach is applied to the management of information security incidents and to ensure information security events and

weaknesses associated with information systems are communicated in a manner allowing timely corrective action to be taken. Information Security events shall be reported through appropriate Management Channels as quickly as possible. Any observed or suspected security weaknesses in system or services should be quickly reported, but the problem is IT Infrastructures are not good enough they must be strengthened so as they can facilitate HCMIS properly.

- b) HCMIS Policy clearly defined prevention of unauthorized User Access to HCMIS that may lead to compromise or theft of Information processing facilities .HRO's are the one who has direct access to HCMIS, the problem occurred when they are not in the office for example when they are assigned to other to other activities such as meetings, that means the rest who have different problems which are supposed to be solved through the system their problems can not solved at that particular time. For example in Shinyanga there were health workers who reported and they wanted to be entered in the payroll system , but the HRO's were not available, they were assigned to other activities so the new employees were supposed to wait until they come back. So the Government and POPSM should hire more HR's so as employees' issues can be solved in time.
- c) HCMIS Security Policy puts emphasis on achieving and maintaining appropriate protection of the organisation Assets and to ensure information receives an appropriate level of protection, but mostly in our LGA's the rooms in which HRO's are doing their daily activities are not well built to support the system for example there are no air conditions and the computers need air conditions so as they can perform properly.
- d) In the first place, the management of POPSM should develop the HCMIS with emphasis on internet and OPTIC FIBER which is faster compared to the current TTCL network. This can help in guiding the

development of the system. Need for further studies and policy implications on HCMIS used in public organisations

5.4 Need for further Research

Furthermore the same study should be conducted in some organisation if not in all because the availability, accessibility and use of HCMIS should cover the whole country. This is very important because the impact of the program may differ from one organisation to another as a result of different institution frame –work.

- a) The findings should be compared with one another to determine the most successful organisation. Lessons that would be drawn from such studies would help to facilitate better planning of the use of HCMIS.
- b) Further research should address the current status in the public organisation and or in other private sectors where there is a real need for much work to be conducted on many issues related to HRM and HCMIS.

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APPENDICES

Appendix I

QUESTIONNAIRE

Questionnaire for Staffs in Shinyanga Municipal Council in Tanzania?

Please fill in the blanks or tick in the boxes provided to answer the questions below.
For the open ended questions please write the respondent answers in the space provided.

PART A: Background information

1) Position.....

.....

2) Department.....

.....

3) Sex

Male () Female ()

4) Age

i) 18-25 ☐

ii) 26-33 ☐

iii) 34-41 ☐

iv) 42-49 ☐

v) 50-55 ☐

5) Educational level
i) Primary level ☐

ii) Secondary level ☐

iii) Diploma ☐

iv) Degree ☐

v) Others ☐

6) Marital Status

Married ()

Single ()

7) Working Experience

Below 5 years ()

5-9 ()

10-14 ()

15-19 ()

20 and above ()

PART B; TYPES OF DATA STORED IN LAWSON?

8). Are the following data stored in Lawson?

Data	Yes	No
i)Recruitment and Selection		
ii)Collective Bargaining		
iii)Deductions		
iv)Career Planning		
v)Direct Deposit and Distribution		
vi)Employee Transfer		
vii)Training and Development		
viii)Skill Inventory		
ix)leave/Absence Recording		
x)Performance Approval		

PART C; COMPETENCY IN USING LAWSON

9) Does the council have competent technicians responsible in upgrading (Lawson Version,9?)

(a)Yes

(b)No

If No explain.....

10) Are the Technicians responsible well trained in (Lawson, Version9)

a)Yes

b) No

If No explain.....

11) Do the computers enough in the Council?

a) Yes

b) No

If No explain.....

12) Do the employees capable in updating their information in Lawson?

a) Yes

b) No

If No
explain.....

PART D; FACTORS IFLUENCE THE USE OF LAWSON

Explain how it affects the use of

Lawson.....

	Factors	Yes	No
13	Network		
14	Capital		
15	Manpower Skills		
16	Manpower Availability		

PART E; SATSFACTION IN LAWSON

17) Are you satisfied with how Lawson works in your Council ?

i) Strongly Satisfied ☐

ii)Satisfied ☐

iii)Dissatisfied ☐

iv) Strongly Dissatisfied ☐

18) Are you satisfied with how your data stored in Lawson?

i) Strongly Satisfied ☐

ii)Satisfied ☐

iii)Dissatisfied ☐

iv) Strongly Dissatisfied ☐

19) Are you satisfied with the advantages you are getting from Lawson?

i)Strongly Satisfied ☐

ii)Satisfied ☐

iii)Dissatisfied ☐

iv) Strongly Dissatisfied ☐

PART F;PROBLEMS ASSOCIATED IN USING LAWSON

What problems do you face when using Lawson (Version,9)

Data	Yes	No
Network Failure		
Data Installation		
Satisfaction		
Delay		
Manpower Skills		
Manpower Availability		
Expertise		
Implementation Strategies		
Poor planning		

INTERVIEW GUIDE

- 1) Do the employees competent in using Lawson?
- 2) What type of data stored in Lawson Version 9?
- 3) What factors influence the use of Lawson Version, 9 in your Council?
- 4) What are the problems in using Lawson Version 9 in your Council?
- 5) Are you satisfied with how Lawson functions in your Council?
- 6) Are you satisfied with the speed of Lawson?

Appendix II

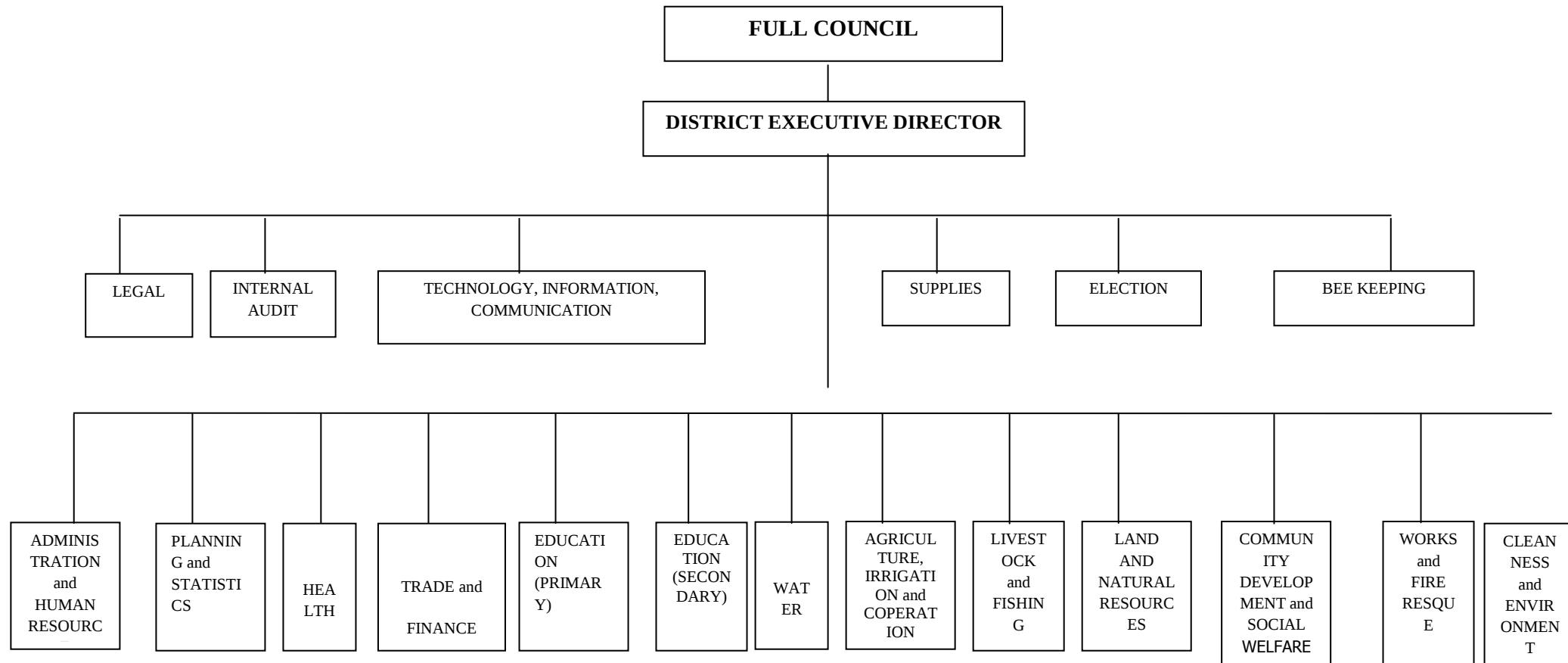
A map of Shinyanga region showing the Shinyanga Urban



 Shinyanga Urban

Appendix III

SHINYANGA MUNICIPAL COUNCIL'S ORGANISATIONAL STRUCTURE



Source: Shinyanga Municipal Profile, 2012

Appendix IV

