

**CHALLENGES OF UTILIZING LAWSON VERSION 9 AT
LOCAL GOVERNMENT AUTHORITIES:
THE CASE OF RUANGWA DISTRICT COUNCIL**

**CHALLENGES OF UTILIZING LAWSON VERSION 9 AT
LOCAL GOVERNMENT AUTHORITIES:
THE CASE OF RUANGWA DISTRICT COUNCIL**

**By
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**A Dissertation submitted to the School of Public Administration and
Management (SOPAM) in Partial Fulfillment of the Requirements for the
Degree of Master of Science in Human Resource Management (MSc - HRM)) of
Mzumbe University**

2018

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by The Mzumbe University, a dissertation entitled ***The challenges of utilizing lawson version 9 at local government authorities: A Case Study of Ruangwa District council***, in partial fulfilment of the requirements for award of the degree of Master of Science in Human Resource Management of the Mzumbe University.

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Date_____

Accepted for the Board of Public Administration and Management

Dean-School of Public Administration and Management

DECLARATION AND COPYRIGHT

I, Optatus Julius, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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DEDICATION

I dedicate this research work in loving memory of my beloved father, Mr. Julius Lusolela (The fountain of inspiration) who passed away three (3) years ago. I always remember him in my heart and hear his voice in my ears encouraging me to go on with everything which I perform. Still remembering those days when I was young and he insisted me to work hard in everything especially my school work.

Rest in Peace.

LIST OF ABBREVIATIONS

CIPD	Chartered Institute of Personnel and Development
CRDB	Cooperative Rural Development Bank
CSRP	Civil Service Reform Program
EASsy	Eastern Africa Submarine Cable System
e-HRM	Electronic Human Resources Management
HCMIS	Human Capital Management Information System
HR	Human Resources
HRM	Human Resource Management
HRIS	Human Resources Information System
ICT	Information and Communication Technology
IJA	Institute of Judicial Administration
IT	Information Technology
IS	Information System
LGAs	Local Government Authorities
MDAs	Ministries, Departments, Agencies
MIS	Management Information System
NBC	National Bank of Commerce
NICTBB	National ICT Broadband Backbone
NMB	National Microfinance Bank
NRI	Networked Readiness Index
PE	Personnel Emolument
PO-PSM	President's Office-Public Service Management
RDC	Ruangwa District Council
SACCOS	Savings and Credit Co-operative Society
SMEs	Small and Medium Enterprises
TANESCO	Tanzania Electric Supply Company Limited
TTCL	Tanzania Telecommunications Company Limited
UK	United Kingdom
URT	United Republic of Tanzania
WEF	World Economic Forum

ABSTRACT

The study critically determined the challenges of utilizing Lawson Version 9 in LGA's specifically in Ruangwa District Council. The specific objectives of the study were: to explore the extent to which the six modules of LAWSON VERSION 9 have been utilized by LGA; to identify the key HR and non-HR operational challenges associated with the utilization of LAWSON in the Local Government Authorities and to suggest the possible measures for encountering the challenges of utilizing LAWSON at Local Government Authorities. The study adopted case study design and purposive sampling was used to draw a sample size of six (6) respondents who were Lawson users for the aim of obtaining enough and reliable information for the study. The study used both primary data collection methods (structured interview) and secondary data (documentary review). Narrative analysis was employed in data analysis, in words and pictures.

The study revealed that two Lawson modules were utilized fully and four Lawson modules were not utilized fully in the RDC. Respondents mentioned human resource module (HR) and personnel administration module (PA) as modules which were utilized fully whereby human resource module was used to show the structure of the Ruangwa District Council. The structure consist three (3) main levels: Company which means Tanzania and presented with the code which is 2000; Process Level (vote) which means District Council and presented with the code which is 76G5 and the last level is Department which shows all the Departments of Ruangwa District Council. For example Administration Department was presented with 5004. Also the personnel management module is utilized fully in transfer, promotion within vote, promotion between votes, status change, salary change, termination, personal information change and bank information change. On the other hand, the study revealed the modules which were not utilized fully namely: Payroll (PR) module, General ledger (GL) module, Benefits (BN) module and Absence management (LP) module.

Moreover, the study revealed that the key HR and non – HR challenges of utilizing Lawson were low competence, network connectivity, insufficient computers,

unreliable electric power supply, human error and dishonest where by some Lawson users did not understand other applications in Lawson version 9; for example one HRO failed to apply Lawson for personnel emolument (PE) budgeting.

The possible measures suggested for encountering the challenges which drew back effective utilization of the Lawson were: refresher courses, improving network infrastructures, conducive working environment, hiring employees, improving incentive packages and enacting aggressive laws.

From the finding of the study, the researcher recommended that the Government and Management of RDC should take efforts to provide refresher course to Lawson users, Government should improve server of Ministry of State in the President's Office, Public Service Management and Good Governance, Management of RDC should improve office environment and equipments, Government should recruit staff so as to strengthening human resource who are using Lawson, Government should introduce incentive package to Lawson users which will be included in the salary and lastly Government should enact a strict act which will help to control the systems like EPICOR and LAWSON.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION AND COPYRIGHT	ii
ACKNOWLEDGEMENTS.....	iii
DEDICATION.....	iv
LIST OF ABBREVIATIONS	v
ABSTRACT	vi
 CHAPTER ONE	 1
INTRODUCTION.....	1
1.0 Introduction	1
1.1 Background of the study	1
1.2 Statement of the problem	3
1.3 Research objectives.....	4
1.3.1 The main objective	4
1.3.2 Specific objectives	4
1.4 Research questions.....	5
1.4.1 The main question.....	5
1.4.2 Specific questions.....	5
1.5 Significance of the study.....	5
1.6 Limitations of the Study.....	6
1.7 Delimitations of the study	6
1.8 Definition of Key Terms	6
1.8.1 Lawson	6
1.8.2 Human Capital Management Information System.....	6
1.8.3 Local Government Authorities.....	7
1.9 Organization of the Dissertation	7
 CHAPTER TWO	 8
LITERATURE REVIEW.....	8
2.0 Introduction.....	8
2.1 Theoretical Literature Review.....	8

2.1.1 The historical view of HRIS	8
2.1.2 Factors necessitating the adoption of HRIS	10
2.1.3 Usage and functionality of HRIS	12
2.1.4 The concept of Lawson Version 9 and its functionality	16
2.1.5 Usefulness of Lawson Version 9 in the LGAs.....	17
2.1.6 Setbacks facing the adoption of HRIS	19
2.1.7 Overview of the LGAs in Tanzania	21
2.1.8 Underpinning theory: Information System Success Model	22
2.2 Conceptual framework.....	24
2.3 Empirical Literature Review	25
2.4 Research gap	28
CHAPTER THREE	29
RESEARCH METHODOLOGY	29
3.0 Introduction	29
3.1 Research design.....	29
3.2 Area of study	29
3.3 Population of the study	30
3.4 Sample and sample size	30
3.5 Sampling techniques	31
3.6 Data collection methods.....	31
3.6.1 Interview	31
3.6.2 Documentary review	32
3.7 Data analysis	32
3.8 Ethical considerations	33
3.9 Reliability and validity of data.....	33
3.9.1 Reliability.....	33
3.9.2 Validity.....	34
CHAPTER FOUR.....	35

PRESENTATION OF THE FINDINGS.....	35
4.0 Introduction	35
4.1 Respondents	35
4.2 Utilization of Lawson version 9	35
4.2.1 Human resource module (HR)	36
4.2.2 Personnel administration module (PA)	36
4.2.3 Payroll (PR) module.....	37
4.2.4 General ledger (GL) module	38
4.2.5 Benefits (BN) module	38
4.2.6 Absence management (LP) module	39
4.3 Challenges of utilizing Lawson version 9	39
4.3.1 Network connectivity	40
4.3.2 Insufficient computers.....	40
4.3.3 Low competence	41
4.3.4 Unreliable electric power supply	42
4.3.5 Human error	42
4.3.6 Dishonest.....	43
4.4 Possible measures	44
4.4.1 Refresher courses	44
4.4.2 Improvement of network infrastructures.....	45
4.4.3 Creating conducive working environment	45
4.4.4 Hiring Employees.....	45
4.4.5 Improving Incentive Package.....	45
4.4.6 Enacting aggressive Laws	46
CHAPTER FIVE.....	47
ANALYSIS AND DISCUSSION OF THE FINDINGS	47
5.0 Introduction	47
5.1 The extent to which the six modules of LAWSON VERSION 9 have been utilized.....	47
5.2 The key HR and non – HR challenges of utilizing LAWSON	48
5.2.1 Network connectivity	48

5.2.2 Insufficient computers.....	49
5.2.3 Low competence	49
5.2.4 Unreliable electric power supply	50
5.2.5 Human Error.....	51
5.2.6 Dishonest.....	52
5.3 The possible measures.....	52
5.3.1 Refresher courses	52
5.3.2 Improvement of network infrastructures.....	53
5.3.3 Creating Conducive working environment	54
5.3.4 Hiring employees	55
5.3.5 Improving incentive package	55
5.3.6 Enacting aggressive laws	55
CHAPTER SIX	57
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	57
6.0 Introduction.....	57
6.1 Summary of the findings.....	57
6.1.1 Introduction.....	57
6.1.2 The extent six modules of LAWSON VERSION 9 have been utilized.....	57
6.1.3 The key HR and non – HR challenges of utilizing LAWSON	58
6.1.4 The possible measures	59
6.2 Conclusion	59
6.3 Recommendations	60
6.4 Policy Implications	60
6.5 Areas for further Research	62
REFERENCES.....	63
APPENDICES	71

LIST OF TABLES

Table 4.1 Respondents' Profiles	35
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LIST OF FIGURES

Figure 2.1: DeLone and McLean Information System Success Model	22
Figure 2.2: Conceptual framework	25

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides an introduction to this dissertation. It is made up of nine parts, part one is about background of the study, part two is statement of the problem, part three is objectives of the study, part four is about research questions, part five is significance of the study, part six is the limitation of the study, part seven is the delimitations, part eight is definition of key terms and the last part is the organization of the dissertation.

1.1 Background of the study

Tanzania's score in the World Economic Forum (WEF) Networked Readiness Index (NRI) in 2012 ranked low. Tanzania rank was 118th in NRI in comparison with Kenya and Uganda, which ranked 81st and 107th respectively (The Global Competitiveness Report, 2014). Generally, the ICT use and application in Tanzania is perceived excessively poor in both the public and private sectors.

In 2000s, the Government of Tanzania took key initiatives to improve the Information and Communication Technology (ICT) infrastructures and its use. The first initiatives were set by the Government by lifting the 1974 Prohibition Order on Electronic Computers and Television Sets that resulted into the designing, developing and establishment of the United Republic of Tanzania (URT) National ICT Policy in 2003 in its stead (Masalu, 2005). The Policy provided the new terrain for dealing with ICT in Tanzania. The twin development goals in which the URT National ICT Policy has outlined are to develop Tanzania and transform the country to knowledge driven society through the ICT use and application both in the public and private sectors.

Following the continued developments and utilizations of ICT in Tanzania in the 2000s there has been a monstrous effort by the Government to encourage the effective use and application of electronic devices and equipment in both public and private sectors (URT National ICT Policy, 2003). Moreover, these efforts were abreast with their improvement and further development of the then existing

electronic infrastructure (Ibid). For instance, it was the Government of Tanzania that decided to link the ICT infrastructure to SEACOM (a submarine cable operator company) and the Eastern Africa Submarine Cable Systems (EASSy) networks in 2009. In addition, the Government launched the National ICT Broadband Backbone (NICTBB) in 2010 through 2012. (URT National ICT Policy, 2016).

The second initiatives happened after 2012 when the Government decided to develop the national (government-wide) electronic governance strategy in which the use of ICT in the Government was expected to accelerate work processes, increase transparency and accountability within the public service and above all decrease the cost of operations in the Government (URT National ICT Policy, 2016). The e-Government Agency was then established in 2013 to steer the effective, ethical and efficient utilization of ICT throughout the public service. The directive was then issued by the Government in 2012 to guide public servants on the legal, accepted and proper use of ICT and equipment within the public service.

One of the operations that the Government is compelled to use ICT includes the human resource management activities. Human resource management provides an arena which ICT can be used, applied, adopted, improve HR processes and above all, the effective and efficient utilization of the public service resources including the substantial improvements in HR functional and tactical processes such as recruitment and selection, production of reports for internal and external use, accuracy of information and the ability to perform HR audits using any combination of parameters (Mushi, 2000).

Due to the problems which happened in the paper based records and in the economy in the late 1980s, the government of Tanzania 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 (World Bank Report, 2002). In 2011 the Government introduced Human Capital Management Information System (HCMIS) to its Ministries, Departments and Agencies (MDAs) Local Government Authorities (LGAs) inclusive. The aim was to reduce the manual or traditional workload of the administrative activities (to

shift from paper based records) and to enable human resource officers to maintain employees' information using application software. Despite being hailed as a significant and a must software, HCMIS is still folded with operational drawbacks that need special attention for effectiveness and efficiency (Kassam, 2013).

1.2 Statement of the problem

Despite of the countless efforts made by the Government to enhance the ICT use, adoption and cost reduction for the defined service delivery goals, the Government encounters some numerous challenges when improving her operations via ICT use (Masalu, 2005). There are unending calls for enhancing and speeding up the HR's ICT capacity and empowerment to all employees working in the Government but the pace for ICT use and adoption is slow (URT National ICT Policy, 2016). The ICT use in improving the HR activities and operations mainly counts at the level of records administration and records keeping. There is an inadequate systematic use of ICT in HR work in Tanzania.

There are, however, some efforts made by the Government to use ICT in HR work. One of the efforts is when the Government decided to embark on Human Capital management Information System (commonly known as Lawson Version 9) to its Local Government Authorities (LGAs), Ministries, Departments and Agencies (MDAs) (Daniel, 2015). The system was introduced to alternate the paper based workload of administrative activities (shifting from manual based records) and to enable human resource officers to maintain employees' information using application software. This application has six (6) modules which are HR-Human Resource, PA-Personnel Administration, PR-Payroll, GL-General Ledger, BN- Benefits, and LP-Absence Management (HCMIS user manual, 2011). The Human Capital Management Information Systems (HCMIS – Lawson version 9) uses the personnel administration module to manage or contain the HR costs and to cut down the processes related to human resource.

There is no clear evidence whether the HCMIS (Lawson Version 9) is fully utilized in public institutions in Tanzania despite its proven capability of determining some personnel administration activities or operations related to public HRs. It is, indeed,

for instance in recruitment and selection, the system can inquire into the job budget, identifies the candidate's requisition, it follows the applicant tracking, education and professional certification but the system cannot do the traditional recruitment and selection activities of advertising, preparation of long lists, short lists and requesting the candidates for interviews and testing (Iwu and Allen-Ile, 2014). Looking at some reported incidences, one would draw conclusion that some challenges must be confronting utilization of HCMIS (Lawson version 9). For instance it was reported that sixty five (65) officials from 32 job authorities have been taken to task for misusing the system (Daily News, 19th April, 2017). In that case, Daily News (19 April, 2017) The Minister of State in the President's Office, Public Service Management and Good Governance by then, Ms Angellah Kairuki justified that "challenges of Lawson Version 9 were brought to light during regular evaluations that have been conducted by the government so far 65 officials from 32 job authorities have been taken to task for misusing the system".

It is in line with this assertion that the Human Capital Management Information System (Lawson Version 9) so described is incapable of fully carrying out all HR related functions and operations in the public service in Tanzania. Therefore, this mystery further sharpened the interest of the study to critically determine the challenges of utilizing Lawson Version 9 in the LGAs in Tanzania since its empirical data was lacking in the context of Ruangwa District Council particularly.

1.3 Research objectives

1.3.1 The main objective

The main objective of the study was to investigate the challenges of utilizing LAWSON VERSION 9 at Local Government Authorities.

1.3.2 Specific objectives

- i. To explore the extent to which the six modules of LAWSON VERSION 9 have been utilized by RDC.
- ii. To identify the key HR and non-HR operational challenges associated with the utilization of LAWSON at RDC.

- iii. To suggest the possible measures for encountering the challenges of utilizing LAWSON at RDC.

1.4 Research questions

1.4.1 The main question

What are the challenges of utilizing LAWSON VERSION 9 at Local Government Authorities?

1.4.2 Specific questions

- i. To what extent the six modules of LAWSON VERSION 9 have been utilized by RDC?
- ii. What are the key HR and non-HR challenges of utilizing LAWSON at RDC?
- iii. What are the possible measures for encountering the challenge of utilizing the LAWSON VERSION 9 at RDC?

1.5 Significance of the study

The study is significant in the following ways:

Firstly, the study would assist HR officers and management of Ruangwa District Council in the delivery of services that meet employees and employers' expectations since the study provides necessary knowledge in management field and operations of HCMIS (Lawson Version 9) in a local government setting.

Secondly, the study would help decision and policy makers to identify challenges hindering the successful implementation and utilization of HCMIS (Lawson Version 9) and probably acquaint them with the strategies to deal with such challenges

Thirdly, for academicians and researchers, the study would provide an extra mile platform for further researches on operations of HCMIS (Lawson Version 9) and its successful utilization.

Lastly, the study is a condition for the fulfillment of the requirements for the award of a Master degree in Human Resource Management of Mzumbe University.

1.6 Limitations of the Study

Apparently, the study adopted case study design, thus it covered only a single unit of inquiry (Ruangwa District Council). Given this fact, the findings should not be generalized beyond that particular unit of inquiry. Furthermore, the time allocated for the study was not enough to undergo an intensive study since the researcher was also busy with his office activities where he was working. Time was a major obstacle of this study.

Despite the above limitations, the researcher succeeded to collect sufficient information to enhance analysis and writing of the report.

1.7 Delimitations of the study

The study was restricted to Ruangwa District Council, whereby the investigation focused on the challenges of utilizing Lawson Version 9 at Local Government Authorities. The study involved staff from Administration and Human Resource Department and ICT Unit who had direct access to the system. The method used to collect data was structured interview and documentary method of data collection. Therefore, the finding of this study was based on one council.

1.8 Definition of Key Terms

The study was on the challenges of utilizing LAWSON VERSION 9 at Local Government Authorities, a case of Ruangwa District Council. The following terminologies which have been widely used in this report should be construed to carry the meaning specified hereunder:

1.8.1 Lawson

Lawson is a software company that offers implementation and software services to 4000 customer sites worldwide in manufacturing, distribution and services industries to approximately about 40 countries including the Government of Tanzania (HCMIS user manual, 2011).

1.8.2 Human Capital Management Information System

For the purpose of this study, the term LAWSON Version 9 is used to refer to Human Capital Management Information System (HCMIS). This is an information

system that makes use of computers to monitor, control and influence the movement of human beings from the time since they indicate their intention to join an organization till the time they separate from it after joining, that is to say from recruitment to retirement (Gupta, 2006).

1.8.3 Local Government Authorities

Warioba (2008) defined local government authorities as organizations to which legal and political power from the central government and its interventions are transferred. Specifically in Tanzania, LGAs are grassroots government institutions established by the Local Government Act No. 7 of 1982 and the Local Government Act No. 8 of 1982 and their amendments. Local governments can be either the urban Authorities (city, municipal and town councils), or rural Authorities (district councils).

1.9 Organization of the Dissertation

This dissertation is arranged into six (6) chapters. Chapter one covers background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitations of the study, delimitations of the study, definition of key terms and organization of the dissertation. Chapter two revises on theoretical literature review, empirical literature review, conceptual framework and research gap. Chapter three shows research methodology including research design, study area, population of the study, sample size, sampling techniques, data collection methods, data analysis, ethical consideration and the last one is reliability and validity of data. Chapter four presents the findings. Chapter five is on the analysis and discussion of the findings and chapter six covers summary, conclusion, recommendations, policy implications and areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter enlighten on the literature relevant to this study. The chapter is composed of four parts: part one is on theoretical literature review, part two is about conceptual framework, part three is the empirical review of literature and the last part is research gap.

2.1 Theoretical Literature Review

2.1.1 The historical view of HRIS

The essence of HCMIS records can be marked from the pay roll system of around 1950s to 1960s when the first computerized employee's data were introduced (Maguire and Koh, 2014). In 1980-1990 most of the HR departments come under pressure to ensure retaining of suitable worker's payment scheme, to do this many organizations turned into invention of technology to help in minimizing operational cost and ensuring employees records are systematically recorded and stored. This invention of technology resulted into mushrooming of technologies at the working places.

Between 1945-1960 organization became highly aware of human capital matters hence organizations began to advance formal process for employee selection and development. And on the identical time organizations started out to recognize the significance of employees' morale on company standard effectiveness, even as this period of change in the profession did not bring about massive change in Human Resource Information System (although personnel documents become particularly greatly complicated). It sets the level for an explosion of changes that started out within the 1960's (Kavanaugh, 1999). HR was integrated in core business functions such as that of the government as well as that of the organization. However, HRIS thought to be a "systematic arrangement of HR practices that enable organizations to attain their goals and be able to align themselves to the business strategy in place" (Maguire and Koh, 2014). This means that HRIS managed to improve and enhance organizational performance.

The requirement for employee's information to various regulatory authorities has necessitated the adoption of IT in management of HR. The start and wide spread practice of mainframe computers in company agreed with stiff regulatory growth and stimulated by technological resolution to increase analytical including record requirement like affirmation action, equal employment opportunities and occupational safety and health act. The HR department become of the most user of the exceptional overpriced computing system of the day, often edging out other functional areas for computer access.

Although HRIS were computerized and grew widely in size as well as scope during the period they keep on for the most part simple record keeping system (Kavanaugh et al, 1990). Generally, the role of the HR function is to enable the organization to attain its goals by taking initiatives toward improving its efficiency by providing guidance on various issues including employee's matters. The primary purpose becomes to ensure that management deals efficaciously with the entirety concerning the employment and improvement of the humans and relationship that exist between management and the labors. The role of HR changed dramatically aiming to ensure human beings uses his capabilities to the fullest for the benefit of the organization and for themselves. The HR function operated as part of the overall business control procedure and cannot be viewed in isolation, although it is the support task, it should be proactive. It guides and promotes commercial enterprise solutions that take gain of opportunities stemming from commercial enterprise troubles just because it has to locate technique to obvious constraints.

The study agrees with the fact that before 1960s, computer systems used for a fully guarded intention in human resource management and used simplest for achieving administrative duties inclusive monitoring worker documentation and payroll information's. (DeSanctis, 1986). Therefore, in the year Nineteen Seventies, the majority big United States organizations expanded a number of person data system (DeSanctis, 1986) which put followed managers to hold details connected to human resource needs (Hennessey Jr, 1979). For some years the percentage of organization with the human resource information system raised to forty percent (Richards-

Carpenter, 1982) these days modify a large part of main MISs sub-function in the majority of the organizations (Chien and Chen, 2008).

In case of Tanzania, the implementation of computer-based information system can be divided into two periods: the first period spanned from 1965-1993 while the second period from 1993 to date. The year 1993 has been taken as a cutoff point because that is the year when the government legally allowed the country to be using computer-based information system. It looks there were no electronic computers in Tanzania before 1965 (Mbamba, 2003). Tanzania has practiced a steady growth in the use of IT particularly computers since 1960`s, this growth has continued quickly from mid-1980`s especially with trade liberalization policy which permitted more entry of all types of goods and services (Baker, 1993). The significance of personnel records as source 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 (HCMIS user manual, 2011).

2.1.2 Factors necessitating the adoption of HRIS

The CIPD (2007) survey recognized that the top 10 motives for presenting an HRIS were: to improve value of information obtainable, to minimize administrative problem on the HR department, to improve speed at which information is existing, to improve flexibility of information to support business forecasting, to improve services to employees, to produce HR metrics, to aid human capital reporting, to enhance productivity, to reduce operational costs, to manage human's working time extra efficiently.

In the current many organizations along with personal enterprises, colleges, little and middle organizations, and executives units uses the internet and web sites as a normal tool for circulating office information's (Muathe, 2010). For the purpose of human resource management to hold competitive advantages, inclusion of the new era skills is necessity. It considers efficiency which wins competitive advantage due to the using modern systems of operation (Muathe, 2010). Corporations put efforts in the e-business particulars and technology communication systems collectively with

external and internal information's at the organization which help the efficiency in providing service. (Maguire and Koh, 2004; Muathe, 2010). It is added a big part on HRM to getting of information technology connected systems in the job environs. Shani and Tosani (2010), stated that the set of evidence specifically to the progress of human resource ability to increase most modern plans, this is clear in the regard of HRIS in organization. and that is evident in the popularity of human resource information systems (HRIS) within organization.

Reddic (2009) addresses the effectiveness of HRIS and the usage of web-based self-service in hr. It became concluded that most of the web-based HR is presently supplying information instead of more advanced self-service based totally applications. The most stated method is using the internet for recruitment. The internet has dramatically changed the methods of both job seekers and groups in employment practices as curriculum vitae dispatched via the internet can be scanned for key phrases figuring out the specified expertise, competencies, abilities and experiences (Miranda, 1999). These records can then be stored in the information system for fast or future use as an instance the Cisco Corporation has achieved a 45% reduction in recruitment costs on the grounds that the usage of the web as its center channel for recruitment. In an organizational context, the net makes it feasible for a company to automate HR procedures. Diverse present HR features, packages or services can simply be converted to internet-primarily based ones (Miranda, 1999). Increasingly more HRM structures today are being modified to e-HRM structures, especially due to the advent of internet era and the emerging concept of business intelligence (Masalu, 2005).

The most agreeable literature is predicated at the view that the extent of adopt of human resource information system is choosen basing on the complication of the utensils in use. Evans *et al* (2006) stated that human resource information system passing through three generations. The 1st one includes a first phase which deals with operational which comprises payroll system and dealing with the employee information's training. The 2nd one includes a second phase which deals with human resource functions. The 3rd one includes a third phase which deals with human resource information permits and carry out a few practices that couldn't be

accomplished before which include normal quantity of the attempt which person perform in work duties. Devolve

The correct adoption of HRIS passing on computerization and transfer of cyclic human resource duties to supervision line, human resource experts could emphases with the organization serious and planned stage of everyday works, management expansion and capacity leadership (Laudon and Laudon, 2005). Human Resource Management Information System help human resource specialists being dependent with the way in the responsibilities of records custodians and producing direct reports on human resource issues comprising labour power of progressing and be trained which can be employed in decision making deliverance. Hendrickson (2003) opines that the application HRIS directs at increased human resource specialists which is profit to institutions. Decent uses of HRIS create survival of well specialist at the institutions.

2.1.3 Usage and functionality of HRIS

HRIS practice became decided by the HR approach of an organization and extra explained a comparable process among in contrast to strategies and different system usage. If the approach has been to reduce cost, the system could have been created on management functions. Martinsons (1994) classified HRIS into two kinds when it comes to their utilization: this is unsophisticated and sophisticated. The former one deal with payroll and welfares administration, and worker absenteeism information keeping electronically is indexed as unsophisticated considering the fact that it's an electronic replication of the contents of the HR department's manual files. It is alternatively called simple minded automation and the later one deals with the use of information system in recruitment and selection, training and development, HR planning and performance appraisal. It is classified as sophisticated since those support decisions comprises expert judgments. A quality-based strategy is alike to an expert systems approach where modernization strategy harmonized with decision support systems.

Masalu (2005) cited that during most compliments a key capability of doing is basing by regarding managerial functions, specifically absenteeism administration,

education and growth, incentive, selection, recruitment and payroll, development and training. Majority human resource activities practice HRMIS dealing with change worker information's, monitoring a capability, rates of pay changes, monitoring figure of absenteeism, upload a number of forms with a purpose of completion manual. Few institutions system with strategies which lead labor force for plan making, supervise a capability of individual and producing availability of data analysis. A few and with hard way organizations grown series of self service programs which help employees to deal with the individual particulars and order the time of going for further studies (Porter and Miller, 1985). The main potential applications are summarized below:

i. Human resource planning

An information system can be used to model the effect on group of individuals inside the organization of change over period in the numbers and structure of each group of movement into through and out of each group. Such a model looks at the organization, using a staffing system consisting of grades and flows. The users have a considerable freedom and defining the number and type of flow required whether into, through, or out of each level of the system, that is flow in-recruitment, transfers in, flow out-transfers out, retirement, resignation (uncontrolled losses) and early retirement (controlled losses) (Mushi, 2000).

ii. Skills inventories

Many companies need to save precise facts about the abilities, skills and reveal in of the people they appoint. Detach abilities catalog should being connected with an employee record for the matter of modifying knowledge or extra instructions. Cyclic auditing should implemented through IS with the skill and ability within the specific organization. These should be balanced between the immediate and later needs. (O'brien, 1996).

iii. Recruitment

It can carry out the following responsibilities; storage of applicant's particulars, recovery and amendments of those details, matching that curriculum vitae to specifications for short listing purpose, connection with recruitment through internet,

writing of letter, acceptance, interviews invites, rejection and offer and reports of management, controlling costs of recruitment and selection and analyze responses of medias. Computerize recruitment and selection connection (pairing processor word and system) and let implementers to decide without delay the one useful at the position, follow the progress in selection and recruitment in a particular post and equivalent, and develop inside candidates (candidates system of tracking) (Porter and Miller, 1985).

iv. **Performance management**

Ball (2001) claimed that an information system can aid to improve performance management, creating forms, analyzing and reporting on the outcome of performance reviews displaying the distribution of individuals with unlike degrees of potential or performing at unlike levels, and highlighting people with specific skills or special promise. This system can be associated to others to offer an integrated basis for creating and implementing human resource management guidelines.

v. **Career management**

Specialization plans and improvement control can be helped with the system performing of specialization policy management and approach for embracing specialization and to improve controlling (ball, 2001). All these are doing for the purpose of growth of employees and assessing the outcome with the analyzing it, appraise the corporation needs which created with means of HRP framework and 2nd performance management outputs.

vi. **Absence control**

According to porter and miller (1985), absence control should being supported depending the help of time recording of computer and systems of attendance by setting time out or on with those hours which used in the performing duties at work place, help workers to know the spent time in a duties precisely, causes for the late coming to workers getting room to justify and also the one who is puncture or otherwise for absenteeism should be interrelated with the system of payroll, for the purpose of controlling bonuses and payments computation activities.

Numerous surveys suggest the ongoing raising companies which applying human resource information system with the strong trust in application at the businesses. Applications of human resource information system extended extensively for the last 5 years. Human resource information system applying big varieties which uses with the concern of being essential for job information collection, controlling of performance, education, employee choice, recruitment and selection (Chapman and Webster, 2003). The study is in consistence with the literature that these days, human resource information system used for maintain making decision for the purpose of winning competitive advantage (Broderick and Boudreau, 1992) at the same time as Martinsons (1994) suggests human resource information system became practiced in particular to deal with recurring obligations. Additional, (ball, 2001) suggested human resource information system practiced with issues of operational as a first choice instead of intention of strategical issues. Latest researches display the application for human resource information system which largely concentrates with the making strategical issues (Hussain *et al.*, 2007).

Outcome for complication in winning competitive advantage most organizations looking for means of motivating management of information through information technology at each stage of the activities performed. Organization recognize the advancement of their employees depend on the human resource information system (Haines and Petit, 1997). Human resource information system should not be used only for operational duties without considering strategical issues which leads to win competitive advantage (Broderick and Boudreau, 1992). Primarily, human resource information system seemed to deal with the operational issues with the maintaining controlling management. Currently human resource information system is advancing in order to win a competitive advantage. Human resource information system is moving forward from the operational practicing to the strategical thinking.

However, it's far really worth remembering that human beings and information are important components within the works area because largely directs the day to day activities within the organization which necessitate the attention for them for the purpose of winning strategic advantage (Teo, Lim, & Fedric, 2007). It needs the tactics of dealing with the human resource and information's in order to reach the

intended goal of maintaining talent capability. Teo et al (2007), HRIS may use these resources by connecting with the system for the purpose of meeting the intended growth. For that reason, there may be requirements of making sure each organization introduce the right human resource information system which is suitable for them.

Muathe (2010) argues that, historically, it's claimed these software which controlled big and middle scale used in improving cycle of the life for information, even though application of the old one methods of information system is not giving us positive result (Laudon & Laudon, 2005). Those who have no knowledge of Information System could not practice the human resource information system within the organization for the day to day activities which lead to the competitive advantage. (Brooke & Maguire, 1998). Information System advancement is leading on relying to the technological needs of employee whom sense however organization needs aren't strategically formulated to suit the modern environment. For that case the strategies which formulated need the adjustment within the short period of time.

HRIS is now used by different companies in different functions such e-compensation, e-learning, e-recruitment, e-training and e-performance and resulted in reduction of administrative costs, increase commitments due to the interaction and sharing of data between managers and employees, it promote better working environment and availability of reliable human resources information (Mine *et al.*, 2015).

2.1.4 The concept of Lawson Version 9 and its functionality

LAWSON Version 9 in Tanzanian context refers to Human Capital Management Information System (HCMIS). This is IS which create computer usage for control, monitor and impact progress for person the stage since intention shown of unite with an institution up to the end from the day where connected with the institution (Gupta, 2006).

Lawson is a worldwide institution which distributes implementation of his software service to 4000 client who are based for the industry of manufacturing which almost covers 40 countries. United Republic of Tanzania has put in place the (HCMIS) Lawson Version 9 since 2011, in supporting its smooth implementation and

provision of technical monitoring services such as on-going training and consultancy support, HITACHI) and TR-Training (HCMIS user manual, 2011). The setting up help human resource specialist to be handled with HCMIS by instilled extra answerability for management of payroll and intelligibility and honesty. Moreover, time of processing payroll reduced by introducing HCMIS, decrease the number of ghost employees at the payroll and implementers benefited with the needed data. perceive

Maguire and Redman (2006) state that progress for software of ORACLE, LAWSON and others recognized as a sphere for technological specialist. That is obvious typically whilst institution possesses incorrect system at the time and improper management which lead to the institution failure. When you consider that technology era isn't always fixed most challenges almost probable experienced to be considered. Hendrickson (2003) point out HCMIS helps institutions of human resource activities through enhancing presentation of the human resource self service and capability and achievement. “HCMIS gives records attributable to facts which practical units managers be disseminated with the human resource facts (Ruel, Magalhaels & Chiemek, 2011). Zhang and Wang, (2006) stated that the nice manner for activating business commercial enterprise within the modern period is by usage for information technology in the human resource management.

2.1.5 Usefulness of Lawson Version 9 in the LGAs

Human Capital Management Information System (HCMIS) has the following uses in the LGAs (HCMIS User Manual, 2011).

LGAs use the system to assign and maintain all deductions applying to a specific employee. This includes monthly deduction from salary to pay for statutory contributions such as pension and health insurance funds. PR14.1 is used to deduct that contribution through the system. Even the system can change a current deduction quantity, stop any monthly installments to be taken or restart. HCMIS practice PR12.3 to automate preservation of the deposit. For instance, list of all banks identities are chosen by the drop-down menu at the receiving DFI button, you can get

any bank which is feed in the system; For example CRDB and other banks. Through viewing that form you can get the short details for information specifically to the worker. Financial institution report facts are ready when new hire is getting check number. The HCMIS software should be active enough because the institution without active HCMIS the whole institution will not work properly and this system needs the employees who competent in Lawson uses for efficiency.

The system helps in recruitment process whereby LGAs are now able to receive selected candidates for hiring posted by the public service recruitment secretariat. The secretariat by using the system can track down the shortlisted candidates and open for them a requisition against an open vacancy from the councils. Form PA 36 is applied to the process of hiring candidate which includes details of employee scanning like education, marital, birth and other required certificates. There after the uploading process for the documents which were filled take place for the purpose of getting approver from the approver of the specific Ministry.

HCMIS is used to upgrade or alter employees' data of the LGAs through personnel actions that deem to change such data in association with its actions. For instance, change from temporary to permanent status of employment, acquisition of new skill, upgrading of education especially when an employee is promoted for example Community Development Officer I to Senior Community Development Officer. Also, an action associated with transfer from one department to another for example when a secondary teacher is transferred from secondary education department to be Community Development Officer II in Community Development Department.

The system enables LGAs to print out different employees reports as per the requirements. For instance, form HR211 is used to print a list of employee information, from the master file form PA310 is used to print employee birthdates, form PA223 prints a list of starters and leavers for a specific period of time, form PA213 is used to print out job and position related information, form PA262 prints out a list of employees qualified for a certain job including their certificate showing education and also competency as it is defined in PA08.1 and form PA311 prints out

profiles of both individual and group within a certain department with distinct review dates.

The responsibility of the United Republic of Tanzania institutions for monitoring the LAWSON depend the officers attitude on the system which they performing daily. It needed the positive attitude at the time of using the system in the institution which will help to maintain the good performance of it, Even though the system usage may differ from one institution to the other depends the competency and usage of the one who use the system. Wahab (2011) stated that the functions of human capital management information system are as follows; introducing social media for the employees which benefited the institution, improvement network at work place, expansion of HRM development application system, accessibility and application enhancing, maintaining the organization culture which are suitable, to provide chance of employee creation in the IT issues at the institution.

2.1.6 Setbacks facing the adoption of HRIS

i. Cost and risks

Small firms cannot afford advance enterprises resource planning system due to cost. The risk of executing new software is relatively high especially for small organizations. They need longer time to develop HRIS and more important to have more sophisticated facilities. Ball (2001) showed that small organizations have a lesser likelihood of implementing HRIS due to lack of capitals, however, he foresaw suitable HRIS systems for small organizations though they did not have all facilities and features that large organization gains. Therefore, the cost of accepting, operational and sustaining the HRIS is simply higher.

ii. Lack of expertise

Many staff that are concerned and interact directly with HRIS lacks technical knowledge, skills and experience of using the system as effectively as possible (Violet, 2007). This situation hinders organization performance in the attainment of its targeted goals. It is considered as a limitation when there is no or less personnel experienced in information technology, planning, designing and implementing these systems in the organizations.

iii. **Lack of information technical support**

According to a research performed by the Institute of Management and Administration (2002), many organizations are willing and apply HRIS but they fail to use it optimally for benefits because IT consultants are few in number and are very expensive to either hire or employ them. That is why organizations apply HRIS and gains negative results from it.

iv. **Past practices**

Possibly the single greatest barrier to the effective acquisition and deployment of hriss system is the condition of modern-day practices being wedded to past practices. The primary mechanism for shifting to computerization has been to automate existing manual approaches. Even though those corporations are extra alike than specific, a large number of particular guide tactics have grown up at individual corporations over the years. This approach to doing business in the past has represented a main barrier to acquiring popular software packages to support number one capabilities (Violet, 2007).

v. **Lack of training**

Lack of training in current hardware, software, associated technologies and insufficient instruction regarding new developments in MIS are serious obstacles to success. Training needs to occur at two levels in these organizations: initially, is the training and development of MIS staff where they occur, and secondly training and education of user department personnel in appropriate technologies (Scott, 1986).

vi. **ICT Infrastructure**

Ball (2001) argued that it is too cost to build an infrastructure and to sustain the equipment update. Similarly, there is low connectivity in the third world countries where the communication bandwidth is too slow and access to the internet, the job portal and downloading application forms is a problem.

vii. **Information security**

There are inadequate technical and operational skills within the public service and levels of computer literacy of users are very low (Ajayi, 2003). The levels of ICT expertise and understanding of potential applications of e-HRM among specialists is low.

As mentioned Human Resources professionals generally tend to fear toward generation and have a tendency to avoid it in any respect prices in their operations due to the fact that they understand their career is more of human-orientated (Chau and Hu, 2001).

2.1.7 Overview of the LGAs in Tanzania

Local government is a non-union matter as it is stated in the Constitution of United Republic of Tanzania of 1977 as well as in the Zanzibar Constitution of 1984. Article 146 (1) (2) states that one of the objectives of the local government is to enhance the democratic process within its area of jurisdiction and to apply the democracy for facilitating the expeditious and faster development of the people. The local government authorities in Tanzania is branched into dual groups with dynamic status namely; professional public officers and politicians. The first group is professional public officers who are both qualified and permanent in nature; they act as implementers of councils' objectives and other directives made by central government. The second group is politicians consisting of different types of councilors who are elected through a democratic general election to service their offices in a term of five years but they are allowed to run for the next general election. There is another group of councilors who are appointed under the Local Government (Miscellaneous Amendments) Act Number 13 of URT, 2006. They generally act as decision-makers of the council pertaining on various matters from wards to constituency levels. (URT, 1984 ; URT, 2006)

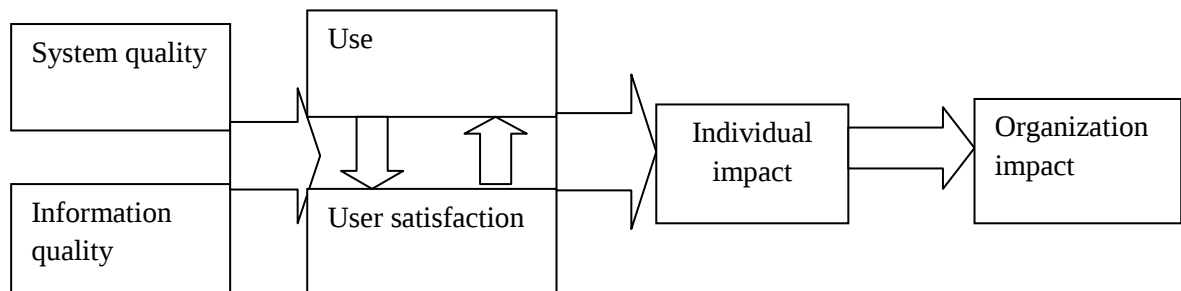
The local government is divided into urban and rural authorities both on the Mainland and Zanzibar. In the Mainland Tanzania, urban authorities consist of city councils, municipal councils and town councils, whereas the rural authorities are composed of the district and township councils. In general, Tanzania Mainland has 132 rural district councils and 40 urban councils while Zanzibar has 4 urban councils

and 7 rural councils (Local Government Working Group, 2016). In the Tanzania Mainland there are several Acts for the local government authorities such as the Local Government (District Authorities) Act 7, 1982, the Local Government (Urban Authorities) Act 8, 1982; the Urban Authorities (Rating) Act 2, 1983; the Public Services Act 8, 2002; the Local Government Laws (Miscellaneous Amendments) Act 9, 1999; the Local Government Finance Act 9, 1982 and Regional Administration Act 19, 1997 and Local Government (Miscellaneous Amendments) Act Number 13 of 2006. In Zanzibar, the appropriate part of the Constitution of 1984 is under Clause 128. The main legislation texts regarding the existence of the local government authorities are such as: the Zanzibar Municipal Council Act of 1995 and the District and Town Councils Act of 1995.

2.1.8 Underpinning theory: Information System Success Model

DeLone and McLean (2003) defined six distinct dimensions of IS success: system quality, information quality, use, user satisfaction, individual impact, and organizational impact.

Figure 2.1: DeLone and McLean Information System Success Model



Source: DeLone and McLean (2003)

The success dimension system quality constitutes the desirable characteristics of an IS and, thus, subsumes measures of the IS itself. These measures typically focus on usability aspects and performance characteristics of the system under examination. A very common measure is perceived ease of use caused by the large amount of research related to the Technology Acceptance Model (Davis, 1989).

The success dimension information quality constitutes the desirable characteristics of an IS's output. An example would be the information an employee can generate using a company's IS, such as up-to-date sales statistics or current prices for quotes. Thus, it subsumes measures focusing on the quality of the information that the system produces and its usefulness for the user. Information quality is often seen as a key antecedent of user satisfaction.

The success dimension service quality represents the quality of the support that the users receive from the IS department and IT support personnel, such as, for example, training, hotline, or helpdesk. This construct is an enhancement of the updated DeLone & McLean IS Success Model that was not part of the original model. The inclusion of this success dimension is not indisputable, since system quality is not seen as an important quality measure of a single system by some authors (e.g. Seddon, 1997). A very popular measure for service quality in IS is Service Quality (Pitt *et al.*, 1995).

The success dimension (intention to) use represents the degree and manner in which an IS is utilized by its users. Measuring the usage of an IS is a broad concept that can be considered from several perspectives. In case of voluntary use, the actual use of an IS may be an appropriate success measure. Previous studies measured use objectively by capturing the connect time, the functions utilized, or the frequency of use. As the amount of time a system is used is apparently not a sufficient success measure, other studies applied subjective measures by questioning users about their perceived use of a system (e.g. DeLone, 1988).

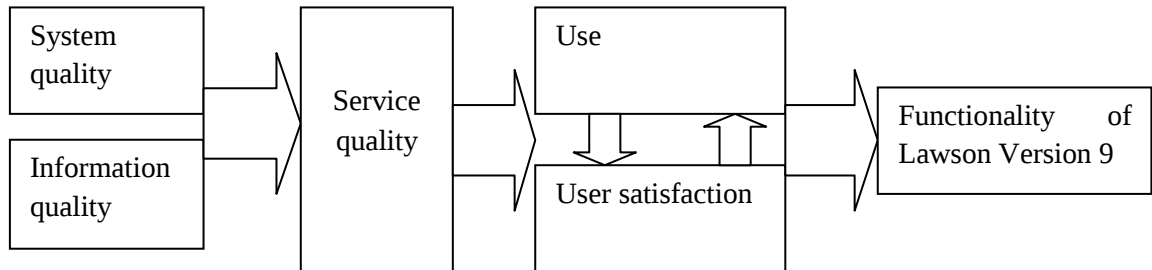
The success dimension user satisfaction constitutes the user's level of satisfaction when utilizing an IS. It is considered as one of the most important measures of IS success. Measuring user satisfaction becomes especially useful, when the use of an IS is mandatory and the amount of use is not an appropriate indicator of systems success. Widely used user satisfaction instruments are the ones by Ives *et al* (1983) and Doll *et al* (2004). However, these instruments also contain items of system, information, and service quality, rather than only measuring user satisfaction.

The success dimension net benefits, constitutes the extent to which IS are contributing to the success of the different stakeholders. The construct subsumes the former separate dimensions individual impact and organizational impact of the original DeLone & McLean IS Success Model as well as additional IS impact measures from other researchers like work group impacts and societal impacts into one single success dimension. The choice of what impact should be measured depends on the system being evaluated, the purpose of the study, and the level of analysis. Although use and user satisfaction are correlated with net benefits, there is still the necessity to measure net benefits directly. Some studies look at the value of technology investments through quantifiable financial measures such as return on investment, market share, cost, productivity analysis, and profitability. Some researchers argue that benefits in terms of numeric costs are not possible because of intangible system impacts and intervening environmental variables (McGill *et al.*, 2003). Most of the studies applying the DeLone & McLean IS Success Model to measure the benefits of utilizing an IS on the individual and organizational levels.

2.2 Conceptual framework

As discussed in the literature reviewed, the theoretical model in Figure 2.2 below has been applied to present the relationship between the dependent variable which is the functionality of Lawson Version 9 and the independent variables which are challenges facing the system that includes; system quality, information quality, use, user satisfaction.

Figure 2.2: Conceptual framework



Source: Modified from DeLone and McLean (2003) by Researcher, 2018

Looking at its constructs and their interrelations, the model can be interpreted as follows: A system can be evaluated in terms of information, system, and service quality; whereby it depends with the system quality and information quality to have a good or bad service quality; these characteristics affect subsequent use or intention to use and user satisfaction. Certain functionality is achieved by using the system. The functionality (positively or negatively) influences use, user satisfaction and the further use of the IS.

Figure 2.2 leads to a conclusion that the successful utilization of Lawson Version 9 at the local government authorities in Tanzania depends on having satisfied variables mentioned above.

2.3 Empirical Literature Review

Magenda (2011) did a study titled “An Investigation of Problems Facing Application of HRIS”: A Case Study of the Institute of Judicial Administration (IJA), the study cautioned that the effective HRIS application was still a problem experienced in many organizations. Magenda’s study used unreliable sample which consist the rest of staff members who were not involved in the system utilization. Study of Magenda used Institute of Judicial Administration as a case study.

In comparison, this study had a reliable sample size of 6 employees of all population who were involved directly to the system utilization. This study used Ruangwa District Council as a case study.

Walinda (2013) conducted a study on the Development of Electronic Human Resource Management for public institutions in Tanzania. The study unveiled insufficient efforts put by the government in creating conducive technological environment for general ICT development. Also the study revealed that, there existed poor management support in terms of skills training of employees and ICT facilities.

A study conducted by Mine *et al* (2015) on the outcomes of Electronic Human Resource Management revealed that HRIS is now used by different companies in different functions such e-compensation, e-learning, e-recruitment, e-training and e-performance and resulted in reduction of administrative costs, increase commitments due to the interaction and sharing of data between managers and employees, it promote better working environment and availability of reliable human resources information.

Kassam (2013) in the study titled “Challenges of Human Capital Management Information System (Lawson Version 9) in LGAs: A sample size of 64 employees equal to 20% of all employees were used. Kassam study included employees who were not aware of Lawson version 9 because the Lawson software was practiced by human resource officers and IT specialists. Examination of the sample used revealed that some of the respondents to whom the questions were directed may not have proper and reliable answers to HCMIS issue which could lower the reliability of the study. Kassam study used random sampling which was not proper because the nature of the study needed Lawson users who practiced it daily. Questionnaires were used as a method of data collection which according to the nature of study may generate less valid information due to the fact that clarifications could not easily be sought by the respondents in case they need it.

Different from the Kassam’s study, the current study had a sample size of 6 employees of which all of them were the users of the system as such had full knowledge of the subject. This approach was thought to have guaranteed the reliability and validity of the findings. This study used purposive sampling as a sampling technique because the nature of the study needed respondents who

practiced Lawson software. In this study structured interview was used as a method of data collection which helped to get varieties of clarifications from the respondents.

A study conducted by Kalikawe (2010) on “The Assessment on the Effectiveness of Human Resources Information System in Parastatal Organizations in Tanzania” revealed that one of the central reasons for lesser use of information system is ineffective interaction of people and technology. It was revealed that senior and middle level managers used the system for different purposes. While the senior managers relied on junior staff to provide them with manual abstracts and documents, middle managers used the system mostly to monitor and supervise work and their subordinates and to also, create and analyze information. Further results indicated that Senior managers provided excuses for their lesser use of the system and they admitted lack of skills but insisted that in many cases the system did not contain information in a suitable manner. Another reason put forward for the improper flow of information systems by senior managers was the perception that older managers cannot cope with the new technology and are widely believed to be less receptive to new technology and reluctant to change their working practices. What managers believed 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. However data for this study was collected from the respondents who were not fully involved with the operations of the system, the phenomena which weight have lowered validity and reliability of the study. Different from the Kalikawe’s study, the current improved validity and reliability by seeking information from the respondents who had a direct access to the system.

Another similar study was by Kinyua (2012) titled “The Challenges Facing State Corporations in Kenya in the Implementation of Human Resource Management Information Systems” revealed that majority of the responding human resource managers ranked Information and Communication Technology (ICT) adoption and use as the major source of challenge in the implementation of Human Resource Management Information Systems in Kenyan state corporations. Moreover, Kenyan state corporations were effectively facilitated for by providing competent and skilled staff, approving adequate funds, effective time management and information

technology support. This study used different research methodology because the environment of adoption of the technology was different from that of Kenyan state corporations as have been highlighted.

Another study conducted by Fobang *et al* (2016) on “Exploring Factors Affecting the Adoption of HRIS in SMEs in a Developing Country: Evidence from Cameroon”. The target population of respondents for Fobang *et al* (2016)’s research was made up of employees who worked in various public and private organizations in Yaounde and Douala, two cities of Cameroon, mainly in the HR department, using the HR software to accomplish their daily tasks. This study did not include the good number of cities to generalize the study. On the other hand the sampling frame was a list of workers at the HR department without HR Managers. This means the study missed information from the HR Managers who were the coordinators of the daily tasks. Primary data were collected through survey by administering structured questionnaire to the employees (HR department) of varied organizations in two cities. This data collection method is prone to be less valid and reliable as compared to interviews as clarifications cannot be readily granted in case respondents are in need of them. Current study has a strength over this aspect because it adopted interview method of which clarifications may be sought in case a question is not well understood by a respondent.

2.4 Research gap

Few researches have been conducted on the challenges and operations of Lawson Version 9 in performing its roles. The general data reported on challenges of the system resulted from urban LGAs that were municipal councils. No studies specifically in Tanzania have focused on the challenges of utilizing Lawson Version 9 in rural LGAs that is district councils. Also there was a methodological gap among studies which were conducted as indicated in the reviewed empirical studies. These gaps invited for the new study targeting on the challenges of utilizing Lawson Version 9 at local government authorities in Tanzania specifically at Ruangwa District Council.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter covers the research methodology that structured the study. This component consists nine parts; part one is about the research design, part two is on study area, part three is the population of the study, part four shows sample size, part five is about sampling techniques, part six is data collection methods, part seven is data analysis, part eight is ethical consideration and the last part is reliability and validity of data.

3.1 Research design

This is a conceptual structure within which a research is conducted. It constitutes the blueprint for the collection measurement and analysis of data (Kothari, 2004:31).

The researcher used a cross sectional descriptive case study research design on approaching this study. The suitability of cross-sectional descriptive case study design is a method of study in depth rather than breadth as advocated by (Kothari, 2004:113) on the argument that “The case study method is a very popular form of qualitative analysis and involves a careful and complete observation of a social unit, be that unit a person, a family, an institution, a cultural group or even the entire community. It is a method of study in depth rather than breadth.” This notion was also supported by Rwegoshora (2006) adding that, the use of a case study design allows the investigator to carry out empirical investigation on aspects of the objective of the study within real context using multiple sources of evidences and in this sense this design significantly helped the researcher to gain a rich understanding of the context of the study.

3.2 Area of study

Babbie (2004) defines an area of study as the place where the study will be conducted. It is the place where the researcher goes for collecting data about the topic to be studied. This study conducted at Ruangwa District Council. This study area was selected in order to get access to relevant information. The study area was familiar to the researcher hence an added advantage as advocated by Yin (1994) that

“familiarity with key staff also facilitate prospects for gaining entry to the organization for data collection.” In addition, the study area is in the same district (Ruangwa) with researcher’s area of residence, hence it was a resourceful for the researcher in access and finance.

Ruangwa is one of the six districts which form Lindi region with a total area of 2,560 Km² which is approximately equal to 256,036 hectares. It lies between latitude 9.50S and 10.0S and longitude 38.50E and 39.50E. The district shares borders with Kilwa district in the North, Liwale in the North West, Nachingwea and Masasi in the South and Lindi in the East. The district headquarter is Ruangwa Town which is about 152 km from the regional Headquarters (Lindi Town). According to the 2012 Tanzania National Census, the population of Ruangwa was 201,183 (URT, 2012). The district was established in 1999 and administratively is divided into 3 divisions and 22 wards.

3.3 Population of the study

Babbie (1989:170) defined population of the study as an aggregation from which the sample is actually selected. Whilst the entire population (employees) of Ruangwa District Council was 1363, the targeted population was 6 staff from Administration and Human Resource Department and ICT Unit who had direct access to the system (Ruangwa District Council, 2018). They were thought could supply reliable information about the topic under investigation.

3.4 Sample and sample size

A sample is described as a truly representative of population characteristics without any bias so that it may results in valid and reliable conclusion (Kothari, 2004:152). The exact number of items selected from population to constitute a sample is called a sample size (Adam and Kamuzora, 2008:124). The six (6) respondents were selected to stand as the sample of this study. These 6 respondents included five (5) human resource officers and one (1) information technology (IT) specialist who were using Lawson Version 09 everyday. This sample was optimum as noted by Kothari (1990:56) that the optimum sample size is the one which fulfills the requirements of efficiency, representativeness, reliability and flexibility. Moreover, this sample size

is supported by Bryman (1988) where he asserts that a reliable sample size is always crucial; where it can be fairly sure a population is homogeneous in relevant aspects, a small number of samples can be adequate for both data collection and generalization as long as the sampling process relies on the knowledge about the population.

3.5 Sampling techniques

The study employed single sampling technique namely purposive sampling so as to obtain responses from Ruangwa District Council's users of Lawson. Purposive sampling procedure is a non-probability sampling approach that involves selecting sample respondents that because of their experience, profession or position may provide relevant data for the research (Mason, 1996). In support of this notion, Jamal & Kamuzora (2008:138) emphasized that the researcher chooses only those elements which he/she believes will be able to deliver the required data. Similarly, this was underlined by Kombo (2006) who points that the researcher selects into sample only those who meet the objectives of the study.

3.6 Data collection methods

This section presents the techniques that were used to collect data. The researcher used two types of data collection methods viz. primary and secondary. The former used interview while the later used documentary review.

3.6.1 Interview

The interview method of collecting data involves presentation of oral-verbal stimuli and replies in terms of oral-verbal responses and is a method of choice when an investigator wishes to gather detailed in-depth information of a selected topic (Yin, 1994). Structured interviews were employed to collect information from human resource officers and IT specialist who were considered to be vested with important information as main users or implementers of the system in fulfilling the objective of this study (Appendix I). This fact is in line with Black and Champion (1976) who argued that: "interview provides rich information that is particularly useful in providing insights for description of social reality which no other method of data collection can provide". Also (Magigi, 2013) said that interview is to listen to what people say about their lives, job and activities.

3.6.2 Documentary review

Documentary evidences are expected to be instrumental in complementing or challenging information gathered by means of other sources of evidence; interview and observation (Yin, 2003). Various relevant reports on ICT policies were reviewed. More information were gathered from the HCMIS User Manual of 2011, URT National ICT Policy of 2003 and that of 2016 and various reports and documents. These documents provided an opportunity to corroborate the information from the interview.

3.7 Data analysis

Kombo and Tromp (2006) refer data analysis as examining the data that have been collected and making deductions and inferences in relation to research objectives and questions. The study employed qualitative analysis which entailed analyzing in words or pictures by collecting data and recording peoples' experiences.

Narrative analysis treats stories as knowledge per se which constitutes 'the social reality of the narrator' (Etherington, 2004:81) and conveys a sense of that person's experience in its depth, messiness, richness and texture, by using the actual words spoken. It includes some of researchers part in that conversation in order to be transparent about the relational nature of the research, and the ways in which these stories are shaped through dialogue and co-construction, as well providing a reflexive layer with regard to researchers positioning.

Qualitative data from interviews and documentary review was analysed using narrative analysis (analyzing text regarding authenticity, or meaning from respondents). This involved the analysis of verbal response from respondents on the research topic of concern. After interviews with the respondents, the explored data were cross referenced for consistency against one another and then summarized and being presented as evidences for questions but also as directs quotations. In addition, information obtained from various documented sources such as policy papers, books, council meeting proceedings and reports were summarized and discussed in relation to the research problem and specific research questions and variables of the study.

3.8 Ethical considerations

Apart from instrumentation and procedural concern, collecting data from people raises ethical concern, these include taking care to avoid harming people, having due regard for their privacy, respecting them as individuals and not subjecting them to unnecessary research (Goddard and Millville, 2004). In order to avoid harming people, the researcher guarded against both physical and psychological harm, people have a right to privacy, and the researcher kept collecting data confidentially, this implies that the subject was not identifiable to anyone reading the eventual report (Goddard and Millville, 2004).

However, to meet the requirements of Mzumbe University, standard ethical safeguards had carefully observed in this study. The researcher before going for data collection sought and got the permission to do so from the concerned authorities (See Appendix II and III).

Also, the researcher ensured that no violation of human rights was committed in the whole process of data collection. Privacy of respondents who helped the researcher in one way or another to get proper information and freedom of time and expression to respondents was considered. The researcher ensured that whatever information discussed remained confidential without disclosing the information to unauthorized people. Moreover, all participants were informed prior about the purpose of the study so as to get their consent to participate willingly in providing information through interviews.

3.9 Reliability and validity of data

3.9.1 Reliability

Reliability can be ensured when a researcher follows the same procedures, such as the data collection procedures conducted in an earlier research study and come up with the same results (Yin, 1994). Reliability was ensured through comparing the findings from the research instrument with a similar study. As Agba, Samuel and Chukwurah (2013) observe that, the result shows that the research instrument is reliable, as there are consistencies in the data supplied by the respondents with the findings of the

previous similar study. Also, to ensure reliability, the research tools were pre – tested two times during the pilot study and the feedback of each trial were compared to approve if the results from the trials are reliable.

3.9.2 Validity

Gribich (1999) defined validity as the ability with which the results of a study can be verified against the stated objectives. To accomplish the objective of the study, a comprehensive data analysis was done in conjunction with the interview and documentary review. Therefore, the interview and documentary review were relevant and they contained all information to meet the objective of the study. On the other hand Bergman (2009) argued that when the researcher has respondents, even less who are well knowledgeable about the phenomenon, they increase the validity of the study and facilitate inferences and conclusions that can be stated about the findings. The findings were valid since the study had a small but reliable sample size of 6 employees who were fully involved with the Lawson software every day.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.0 Introduction

This chapter draws upon the main themes and presents the findings which arose out of the interview process and subsequent data analysis. The findings of this study are responses to specific objectives of the study namely:

- i. To what extent the six modules of LAWSON VERSION 9 have been utilized by RDC?
- ii. To identify the key HR and non-HR operational challenges associated with the utilization of LAWSON at RDC?
- iii. To suggest the possible measures for encountering the challenges of utilizing LAWSON at RDC.

4.1 Respondents

This study involved 6 respondents from Ruangwa District Council. A brief profile of each of the respondents is presented in table 4.1.

Table 4.1 Respondents' Profiles

S/N	DESIGNATION	SEX	YEARS OF SERVICE	EXPERIENCE IN LAWSON
1.	Head of Department of Human Resource and Administration	Male	20	6
2.	Human Resource Officer I	Female	6	5
3.	Human Resource Officer II	Female	4	3
4	Acting Head of Unit ICT	Male	10	4
5	Human Resource Officer II	Male	4	3
6.	Human Resource Officer II	Female	3	2

Source: Field Data (2018)

From table 4.1, it can be deduced that the sampled individuals had notable experience both on the service as well as on the utilization of Lawson. Such experience is worth in the reliability and validity of the study.

4.2 Utilization of Lawson version 9

The first consideration in this study was to explore the extent to which the six modules of Lawson Version 9 have been utilized in Ruangwa District Council. 6

(100%) respondents felt that six modules of Lawson version 9 were not utilized fully at Ruangwa District Council; only two modules were utilized fully.

4.2.1 Human resource module (HR)

This module was among of the six modules of the HCMIS. The researcher wanted to know if the human resource module (HR) was utilized fully in Ruangwa District Council. Responding to this, one of the respondents stated that:

There are some of the modules which are utilized more than others. For example; this human resource module is utilized more to show the structure of our Council. The structure consists of three (3) main levels: 'Company' which means Tanzania and presented with the code which is 2000 and 'Process Level' (vote) which means District Council for our case and we are represented with the code which is 76G5 and the last level is 'Department' which shows all the departments of our council, for example my department is represented with 5004. (Respondent 1)

The respondent proceeded to state that:

This human resource module (HR) is used almost every day because you cannot work with the system without having the Company code, Process Level code and Department. And in connection with this the employees from each department are recognized by Job Codes which means every employee with specific set of duties and tasks is given code, for example Agricultural Field Officer II is identified by TZ 500364, so this human resource module (HR) is among the two modules which is utilized fully. (Respondent 1)

Another respondent talked about human resource module as a module which is utilized every time you log in into the system:

Every action you are performing in the system should be accompanied with Company code, Process Level code, Department code and Job Code of the employee and his/her Pay Rate, Schedule Grade and Step. (Respondent 2)

4.2.2 Personnel administration module (PA)

Also Personnel Administration Module is among of the few modules which were reported to have been utilized fully in Ruangwa District Council. This module was utilized in transfer, promotion within vote, promotion between votes, status change, salary change, termination, personal information change and bank information change.

One respondent described Personnel Administration Module as a module which helps to effect change on employee data for one or more employees:

PA 52.1 is used most of the time in the Council, for example through PA.52.1 we promote our employees from one job code to the other and we transfer our employees to the other votes. I think this PA 52.1 is the bussiest form all of the time. (Respondent 3)

Moreover, the respondent added:

Not only promotion and transfer but also there are other actions which are performed fully in our council by using PA 52.1 like status change, salary change, termination, personal information change and bank information change. (Respondent 3)

Another respondent said that:

Personnel Administration Module (PA) is a famous module in this Lawson. You cannot avoid it. We are using it on transfer, promotion and termination of our employees. (Respondent 6)

4.2.3 Payroll (PR) module

Payroll Module was a module for generating and maintaining all payroll-related information, including payment writing, labour distribution and quarterly reporting. The Payroll is a management tool capable of handling all of your human resource needs. The 4 (67%) respondents said it was not used frequently however; some seem not to be conversant with its application.

One respondent responded by saying that:

I do not know exactly how it is performed, I saw this module only on the HCMIS User Manual but I have never used/applied it. (Respondent 5)

The respondent proceeded by saying that:

Most of the time we are using Human Resource Module (HR) and Personnel Management Module (PA) but we do not using payroll (PR) Module, General Ledger (GL), Benefits (BN) and Absence Management (LP) in a day to day activities. (Respondent 5)

On the other hand another respondent explained about Payroll (PR) Module as a module which was not in use frequently and that it was complicated to some issues:

In this Module I am using PR 12.1 which is for entering bank account numbers for employees and also I use PR 14.1 for contributions and deductions like SACCOS and Loans but I do not use PR 15.1 and PR 15.2 which are special for multiple employees' action. I do not know exactly how to use it. On the other hand I do not use PR 12.3 which is for automatic deposit maintenance because what I know is PR 12.1 action for entering bank account. (Respondent 2)

4.2.4 General ledger (GL) module

It was difficult to get explanation about General Ledger (GL) Module from the respondents. One respondent had this to say:

I do not remember what I was taught about the General Ledger (GR) and even in the Lawson Manual there are no clear explanations about it. (Respondent 6)

Another respondent responded by saying:

I think this General Ledger (GL) is for maintaining all actions which are performed but I am not sure because I have never used it since I was taught and it is a long time since I was taught it so I cannot give you a clear answer. (Respondent 1)

Moreover, the respondent added that:

Sometimes I think we are like data entrants. We do not exactly know what the content of this Lawson version 9 but we claim few Forms which we use daily like PA 52.1, PA 52.4, PA 31.1, PR 12.1 and PR 14. (Respondent 1)

4.2.5 Benefits (BN) module

It was found that, Lawson manual did not provide clear explanations about the Benefits (BN) module which led to confusion to Lawson users. In respect to this, one respondent had this to say:

It is confusing to work with benefits (BN) module because even Lawson Manual does not provide specific explanations about it. Sometimes I think this benefits (BN) module includes all things which help employees to get their rights, for example promotion, salary and other updating to the system like retirement date which help employees to get their rights. (Respondent 2)

Another respondent stated about it by saying:

What I know is how to use a Lawson but I have failed to distinguish these modules which is human resource module or personnel administration module or payroll module or benefits module or absence management module. (Respondent 3)

4.2.6 Absence management (LP) module

Lawson version 9 provides a comprehensive and accurate data of controlling leave/absence. A fundamental aspect of leave management is to maintain leave history for each employee with the ability to increase entitlement according to leave rules. This avoids manual effort in recording data for employees with any possibility of errors by oversight/malpractice.

All respondents said that the absence management (LP) module was not practiced in their council. One respondent said that:

I have not come across this module. I am dealing with leave/absence manually and not through Lawson. You know I am not using all modules of Lawson in my day to day activities but I am using some of them which are common like personnel administration module (PA). (Respondent 5)

Confirming that absence management (LP) was not in use, another respondent poised that:

We are not using absence management (LP) module to control our employees but it would be better if we can manage to use it. (Respondent 6)

The respondent added that:

We are not using the system to control employees at the time when they enter to start a job or at a time when they go outside the office during working hours or at the time when they request their annual leave or any leave. All these are performed manually through employees' files or register books. (Respondent 6)

4.3 Challenges of utilizing Lawson version 9

The second objectives of the study was to identify challenges associated with Lawson version 9. 6 (100%) respondents stated that Lawson version 9 had several challenges on its utilization and these challenges have affected its performance and efficiency. The key themes that emerged following data analysis as a result of challenges of utilizing Lawson version 9 were; network connectivity, insufficient

computers, electricity, human error, dishonest, usability and low competence. All of the themes are interconnected, from analyzing the data it emerged that challenges of utilizing Lawson version 9 are affecting functionality of Lawson. Subsections below present more details as revealed by respondents.

4.3.1 Network connectivity

Among challenges mentioned was network connectivity. In line with this, one participant described how she felt network connectivity as a challenge for utilizing Lawson:

I see network connectivity as a big challenge here. It may happen even three days without network connectivity of Lawson. Employees come here and blame as if we are the one causing that problem purposely. I feel bad and embarrassed with this situation. (Respondent 3).

Another respondent had this to say:

I communicate several times with IT Technicians of Ministry of State in the President's Office, Public Service Management and Good Governance concerning the network problems. I think as a country we should look on this carefully because without stable network there is no efficiency in practicing work through different systems. I, as a computer specialist, I feel bad for these problems of network internally and externally. (Respondent 4) (See appendix vii)

Network connectivity problem was considered as a normal problem as observed by one of the respondents:

We are used to see this problem of network frequently and we see this as a normal life. There is problem of network internally and externally, for example it happens several times that our network internally fail to respond and IT Specialist works on it regularly. Not only that, but there are problems of network connectivity externally, for example Technicians from TTCL come here several times to check on the connections of network outside the office. (Respondent 6) (See appendix vii)

4.3.2 Insufficient computers

Having few computers was earmarked as another challenge to utilization of Lawson version 9. With regards to this, one respondent from human resource and administration office argued:

It is difficult to utilize Lawson in this office as there are only two computers, one for the boss and the other one for the subordinates. We are four human resource officers who are utilizing Lawson so it is difficult to exploit Lawson smoothly because everyone want to use a single computer and this reduces the efficiency of what you are doing because every time you are in hurry. (Respondent 3). (See appendix v and vi)

The quest to acquire sufficient computers has been the concern although its implementation has not been prioritized. This concern is shown in the following remarks by one of the council official:

We budgeted on computers procurement for two previous financial years but when it comes to implementation of the budget is not given its priority. I wonder how we can go with e-government without computers. We have only two computers: one for the boss and the other one for us subordinates. We have a lot to do here, for example recruitment, promotion and others so how can we depend on only two computers? (Respondent 6)

It was found that computers are few because the council was not committed to purchase them. This was evident in the following remarks by one of the respondents:

It seems buying computers as a wastage of money. I fail to understand why the management of Ruangwa District Council does not see it as a necessity. We are required to work on promotions, deductions, recruitments and others within a limited time, so how could we afford it without enough computers for Lawson? (Respondent 2)

4.3.3 Low competence

5 (83%) respondents felt that competence was an important aspect in the utilization of the Lawson and that availability of competent personnel would assist in its fully utilization. Insofar, the respondents indicated that availability of such competence was poor. Underlining this one respondent asserted that:

It is difficult to perform Lawson version 9 without know-how, it is embarrassing when you do not know what to do exactly. It happened to me when I was doing personnel emolument (PE) budgeting. I failed to work on it properly. You know why? That form of PE Budgeting (TZ 71) was new to me. I have never come across it before. I only knew a previous form of PE Budgeting (PA 71). (Respondent 5)

Another respondent remarked that:

Sometimes I discover some of my subordinates do not understand other applications, for example; it happened one of my subordinate

failed to apply Lawson for personnel emolument (PE) budgeting.
(Respondent 1).

4.3.4 Unreliable electric power supply

6 (100%) respondents mentioned about electricity as a challenge for utilizing Lawson version 9 at Ruangwa District Council. They all said that electricity was a problem for causing delaying of doing Lawson works. One of the respondents had this to say:

I do not know why this electricity does not stabilize while we have gas at Mtwara and Kilwa. The frequent power interruption causes problem in utilizing Lawson at a required time. For example, yesterday we didn't have power throughout the day and we had a lot to do here. (Respondent 5) (See appendix viii)

Frequent power interruption was viewed to demotivate employees. In connection to this, one respondent said:

This frequent power cut problem demotivates us a lot because when you want to work there is no power. This leads to having a huge workload because the things to do are increasing while the system is not working due to lack of power. (Respondent 2) (See appendix viii)

4.3.5 Human error

6 (100%) respondents stated there is human error in utilizing Lawson. They said that these human errors sometimes may cause big problems which lead to inefficiency. With regards to this, one respondent had this to say:

It happened here in our council when we prepared Personnel Emolument (PE) Budget for the last year one of my subordinate made some errors on job codes for the one who are supposed to be promoted, instead of job code which is TZ500529 he entered TZ500525 which means the targeted employees did not get promoted. (Respondent 1)

Human error is not intentionally done but mostly comes when one is overloaded with work. This is backed by the following remarks made by one of the respondents:

Lawson has a lot to do it may happen you are supposed to deal with files of employees who are having different issues, for example promotions, new hire, deductions and others. Unfortunately you may find that other human resource officers are not around for some days due to different reasons like annual leave or official travels. So as a human resource officer you are supposed to deal with those issues in

a limited time which pushes you to rush hence lead to human error.
(Respondent 3)

Another respondent exemplifying the way human error challenges utilization of Lawson, briefed on the way it arose in the hiring process:

It was the year before last year when I was hiring 250 new comers and the network was not stable, what I did was to deal with PA 52.4(form for hiring) first and I attached supporting documents for that hiring later on because the network was slow when I hired. At the evening when the network was fast I attached the supporting documents and I did some mistake for interchanging the document of one employee to the other which caused all actions which I did a mistake as such the approving officer had to return it without approval. (Respondent 6)

Moreover, another respondent had the following incidence which was erroneously committed:

I entered wrongly the deduction code of CRDB instead of 774 I entered 776 which is a deduction code for Hazina SACCOS. This incidence gave me a trouble because our employee who was a teacher (name withheld), did not believe it was erroneously done so he forwarded the issue to the police station claiming I stole his money. He stated that instead of deduction to be made to repay the debt he owe to CRDB bank, he discovered that his deductions went to Hazina SACCOS for ten months and later on that deductions stopped and the CRDB deduction started. This means that for ten months the deductions went to the wrong place. It was embarrassing because it was not my intention to do that but due to work overload I did that mistake. (Respondent 2)

4.3.6 Dishonest

5 (83%) respondents spoke about the dishonest of some of the employees in the day to day activities of the Lawson version 9 as another challenge of its utilization. This concern was mainly connected with the loans deduction. One respondent in support to this remarked:

It was the year 2016 when one of our employees who tampered with the system by stopping the deductions which were repayment of a loan he took from a bank. The following month he printed a salary slip which showed he did not had a bank loan and used it to go for another bank for the new loan. (Respondent 1)

Underlining the existence of untrustworthy subordinates in the use of the system, the respondent added that:

It also happened that some subordinates tried to lie about the amount of the deductions which were required to be deducted to repay the employees loans by under- rating the monthly installments and the total loans. (Respondent 1)

Another similar incidence which was claimed to have happened three years ago was exemplified by one of the respondents as follows:

One day a manager from NBC (Lindi Branch) came here and talked about our two employees who got loans from their Bank but the Bank was not receiving their deductions. Our boss responded by saying those mentioned employees did not apply for any loans from that Bank. Later on they decided to sit down together and go through those attached documents which were shown by the manager and it was discovered that the documents were forged. (Respondent 2)

4.4 Possible measures

Based on the challenges regarding Lawson version 9, the study sought to suggest possible measures to mitigate such challenges. Respondents highlighted the following as possible measures for encountering the challenges of utilizing LAWSON:

4.4.1 Refresher courses

It was suggested that refresher courses should be provided to upkeep employees' skills. One respondent remarked that:

I think it would be better if there will be a refresher course for Lawson users because there are some changes of applying some forms; For example the PA 71 was used previously but currently we are using TZ 71 for personnel emolument (PE) budgeting. Moreover, the modality of training the ones' who are expecting to use Lawson should be changed. Not training them as data entry specialist but they should know in details on this Lawson. (Respondent 1)

These courses were suggested to be extended to technicians as well as it has been put forward by another respondent:

Technicians are supposed to be trained and equipped well for the purpose of making sure all technical issues are handled quickly. (Respondent 6)

4.4.2 Improvement of network infrastructures

With regards to network infrastructure, one respondent argued that:

There should be improvement of the server of Ministry of State in the President's Office, Public Service Management and Good Governance because EPICOR and LAWSON we are using here depend on that server. Improvements should also be extended to the council's network infrastructures and TTCL infrastructures because we are depending on them to get network. (Respondent 3)

4.4.3 Creating conducive working environment

One respondent suggested about the improvement of office environment and equipments by making sure there are sufficient computers and reliable electricity;

There must be improvement of the office which can accommodate a required number of officers who can use the system comfortably without noises or dust and be given enough computers for them to work on time. (Respondent 3).

On the other hand she suggested on the reliable electricity;

By installing solar energy or generators will assure services to be provided all the time even when there is no TANESCO electricity. (Respondent 3).

4.4.4 Hiring Employees

It was suggested that hiring more employees could help because since the financial year 2014/2015 there was no new hire and the few employees at work were supposed to go on leave or work. One respondent gave out his opinion by saying that:

I think it will be better if human resource officers will be hired more because by doing that it will help to have a sufficient number of Lawson users who can work comfortably without pressure of workload in works which is the source of human error. (Respondent 1)

4.4.5 Improving Incentive Package

5 (83%) Respondents had a view that dishonest could be minimized with an increase of incentive package. One of them talked about the motivation to human resource officers;

Our Government may introduce incentive package to Lawson users which will be included in the salary. By doing so it will motivate

Lawson users in their day to day activities and it will increase concentration to it. (Respondent 5)

4.4.6 Enacting aggressive Laws

On the other hand 1 (17%) respondent suggested about having strict laws:

I think to deal with those Lawson users who are dishonest it is better to introduce strict laws which will help to control them. For example; the one who tempers with the system as well as those who forge the supporting documents (hard copies) in order to cheat in one way or another may go to jail for many years. (Respondent 2)

CHAPTER FIVE

ANALYSIS AND DISCUSSION OF THE FINDINGS

5.0 Introduction

The objectives of this research study were to explore the extent to which the six modules of LAWSON VERSION 9 have been utilized in Ruangwa District Council, to identify the key HR and non – HR operational challenges associated with the utilization of LAWSON in Ruangwa District Council and to suggest the possible measures for encountering the challenges of utilizing LAWSON at Ruangwa District Council. This chapter provides an interpretation of the findings obtained. It illustrates why the findings are relevant to the research and relate the findings to other researches carried out in other areas.

5.1 The extent to which the six modules of LAWSON VERSION 9 have been utilized

According to the findings, the six modules of Lawson version 9 were not utilized fully at Ruangwa District Council. Only few modules were utilized fully. These results concur with the statement made in a meeting by the Chairperson of the Finance Committee (also Chairperson of the District Council) who stated that:

It is proved that there are no electronic files of monitoring employees leave. I was asking before this meeting started when our committee Clerk (CC) will finish his leave; but they told me to wait while they are looking for his file at registry but till now I don't get an answer. (AGENDA NO 6/12/2017, FINANCE COMMITTEE).

In the same vein Kassam (2013) revealed that alternative measures should be applied towards improving performance of HCMIS (Lawson Version 9) in the LGAs.

The results also agree with the URT National ICT Policy, 2016 which says that there are unending calls for enhancing and speeding up the HR's ICT capacity and empowerment to all employees working in the Government but the pace for ICT use and adoption is slow.

Generally, the narrative findings on the extent six modules of LAWSON VERSION 9 have been utilized revealed that there are few modules utilized fully but others are not utilized fully. Human resource module (HR) and Personnel administration module (PA) are utilized fully but Payroll (PR) module, General ledger (GL) module, Benefits (BN) module and Absence management (LP) module are not utilized fully.

5.2 The key HR and non – HR challenges of utilizing LAWSON

The key HR and non – HR challenges of utilizing LAWSON according to the findings are: network connectivity, insufficient computers, low competence, electricity, human error and dishonest. These are discussed below.

5.2.1 Network connectivity

It was observed that network connectivity is a big problem in operating the system (HCMIS). This was revealed by the responses of respondents. For instance one respondent commended that “.....It may happen even three days with no network connectivity of Lawson.”

These results concur with the DeLone and McLean (2003) who stated that to avoid challenges in system quality, information quality, use and user satisfaction all six dimensions of success should be interrelated rather than independent in order for information system to succeed. They said that the challenges occurs when each of them work independently and inefficiently. For example; System quality was measured in terms of ease of use, functionality, reliability, flexibility, data quality, portability, integration and importance. Also it is measures technical quality. This means if system quality is maintained by having reliable infrastructures like network and the information quality is maintained by avoiding human error and dishonest from the employees will help use and user satisfaction to Lawson users.

Also, the study is in line with the Ball (2001) who argued that it is expensive to build an infrastructure and to maintain the equipment update. Likewise, there is low connectivity in the third world countries where the communication bandwidth is slow and access to the internet, the job portal and downloading application forms is a

problem. The overall network connectivity continues to pose a challenge especially in the rural areas.

The study findings go hand in hand with those of Magenda (2011) who found out that the universal set of technological tools becomes a major solution to long time problems relating to sharing of data and processes over network through application of web based technologies.

Also this study agreed with the Kassam (2013) study which discovered operational drawbacks in Lawson that need much attention for the sake of its effectiveness and efficiency, among of them was network connectivity.

5.2.2 Insufficient computers

It was revealed that insufficient computers were earmarked as a challenge to utilization of Lawson version 9. For instance one respondent argued that “It is difficult to utilize Lawson in this office as there are only two computers.....”

The results of this study are supported by Kalikawe (2010) who studied on the Assessment on the Effectiveness of Human Resources Information System in Parastatal Organizations. Kalikawe states that one of the central reasons for lesser use of information system is ineffective interaction of people and technology due to lack of ICT equipments like computers. Senior level managers, Middle level managers and typist shared few computers for the different purpose in the system which is minimizing efficiency. As seen in this study findings.

5.2.3 Low competence

It was observed that low competence was among of the challenges of utilizing Lawson at Ruangwa District Council. The respondents indicated that availability of such competence was poor. Underlining this one respondent asserted that “It is difficult to perform Lawson version 9 without know-how, it is embarrassing when you do not know what to do exactly. It happened to me when I was doing.....”

The results also agree with the Scott (1986) who said that training needs to occur at two levels in these organizations: firstly is the training and development of Management Information System staff where they exist, and secondly training and education of user department personnel in appropriate technologies. This means that through training the Management Information System (MIS) will assist to overcome the challenge of competence to Lawson users. Scott saw the problem of competence that is why he introduced training to overcome it.

5.2.4 Unreliable electric power supply

The study revealed unreliable electric power supply as a challenge of utilizing Lawson. 6 (100%) respondents mentioned about it. One of the respondents had this to say “I do not know why this electricity does not stabilize while we have gas at Mtwara and Kilwa.....For example, yesterday we didn’t have power throughout the day and we had a lot to do here”

In the same vein Kinyua (2012) in his research findings indicated that majority of the responding human resource managers ranked Information and Communication Technology (ICT) adoption and use had challenges in the implementation of Human Resource Management Information Systems in Kenyan state corporations. One of them was unreliable electricity.

Also the results of this study are supported by NICTP (2003) as cited by National ICT Policy (2016) despite these successes, the ICT landscape has changed since 2003, requiring a relook at the Policy framework to reposition Tanzania to better meet emerging opportunities while contending with their associated threats. These developments challenge assist us to devise bold and courageous initiatives to address issues such as reliable infrastructure like electricity, skilled human resources, open governance, security as well as legal and institutional frameworks. Pursuant to realizing significant ICT potential for development and addressing its challenges, the Government has reviewed the National ICT Policy of 2003 and came up with the National ICT Policy 2016, which provides a comprehensive framework for guiding the development and growth of the industry to ensure optimal benefits to the nation and its citizens.

These results concur with a Finance Committee meeting when the Members of that Committee discussed the Agenda of Administration and Human Resource Department on the Employees who were promoted 2 months before but they did not get the new salary after their promotion. Head of Department responded by saying that the challenge was network and electricity. He elaborated by saying that it was almost a month the Council server did not work and at the same time the electricity was not ok to accommodate to work on all Lawson tasks. (AGENDA NO 5/03/2018, FINANCE COMMITTEE).

5.2.5 Human Error

Human error occurs when someone makes a mistake which causes an accident or something bad to happen. (<https://www.collinsdictionary.com/us/dictionary/english/>). For example; when someone enters wrong information or data of employee personal particulars it could be age or place of domicile to the system like Lawson. Human error is an accident as opposed to a deliberate action. Human error was reported to occur irregularly given the fact that human beings are neither angels nor machines. Errors like omissions were reported to occur especially when the one utilizing the system was overloaded with activities.

The study findings go hand in hand with those of Fobang *et al* (2016) who found out that some of the disadvantages of a HRIS involve data entry errors, cost factor such as costly technology to update in system, initial investment cost and training costs of users, cost per-hire for a new employee in a specialized field, high cost and risk of implementing new software, malfunctions or insufficient applications to support human resources needs, staffing because of a strong demand in specialized knowledge and the finding of qualified specialist with human resources functional area knowledge, security due to unauthorized access and hacking strategic information. The findings of this study discovered the human error was among of the challenges of utilizing Lawson software which was similar to Fobang *et al* (2016) study findings who mentioned data entry errors as among of the disadvantages of HRIS.

5.2.6 Dishonest

Some employees were alleged to be dishonest in utilizing the system. These findings are in line with the Ministers observations. The then Minister of State in the President's Office, Public Service Management and Good Governance, Ms Angellah Kairuki justified that "challenges of Lawson Version 9 were brought to light during regular evaluations that have been conducted by the government ... so far 65 officials from 32 job authorities have been taken to task for misusing the system" (Daily News 19th April, 2017).

Moreover, the study findings go hand in hand with Behera (2016)'s who said that though the organisations are benefiting by the help of this technology to a great extend but the increasing use of computers in the business leads to so many issues and challenges in front of management like ethical issues of employees and their rights. Behera's findings discovered ethical issues as a challenge which is the same with the dishonest in this study.

Generally, the findings indicated that the key HR challenges were low competence, human error and dishonest whilst non – HR challenges of utilizing LAWSON were low network connectivity, insufficient computers and irregular power supply. All these are reflected in the system quality, information quality, use and user satisfaction captured in the conceptual framework.

5.3 The possible measures

Based on the study findings the possible measures for encountering the challenges of utilizing the LAWSON are refresher courses, improvement on network infrastructures, creating conducive working environment, hiring employees, improving incentive package and enacting aggressive laws.

5.3.1 Refresher courses

A refresher course is the reviewing, reinforce and upgrade participants existing knowledge and skills (ATS Academy, 2018).

The study findings revealed low competence was among of the challenges of utilizing Lawson version 9 and the respondents mentioned refresher course as a possible measure of controlling it.

The result concur with the Scott (1986) who said that training needs to occur at two levels in these organizations: firstly is the training and development of Management Information System staff where they exist, and secondly training and education of user department personnel in appropriate technologies. This statement goes hand in hand with the results finding which mentioned refresher courses as among of the possible measures for encountering the challenges of utilizing the LAWSON.

In the same vein Kassam (2013) study acknowledged that HCMIS (Lawson Version 9) is still important and recommends more training to enhance its effective utilization in local government authorities.

5.3.2 Improvement of network infrastructures

Network infrastructure is the hardware and software resources of an entire network that enable network connectivity, communication, operations and management of an enterprise network. It provides the communication path and services between users, processes, applications, services and external networks (DunIT, 2008). In this study network connectivity was identified as one of the challenges. As such respondents stated that the improvement on network infrastructure was a possible measure for it.

Also the results of this study are supported by Ball (2001) who argued that it is expensive to build an infrastructure and to maintain the equipment update. Likewise, there is low connectivity in the Third World Countries where the communication bandwidth is slow and access to the internet, the job portal and downloading application forms is a problem. The overall network connectivity continues to pose a challenge especially in the rural areas. This statement is connected with the result findings which mentioned improvement on network infrastructures and conducive working environment as a possible measure for encountering the challenges of utilizing the LAWSON.

Also the results of this study are supported by National ICT Policy (2016) which states that to realize this vision, two focus areas namely ICT Infrastructure and Universal Access Were set out in the policy document so as to ensure availability of reliable and inter operable ICT infrastructure and extension of ICT coverage to underserved areas, respectively.

5.3.3 Creating Conducive working environment

Work environment is a very broad category that encompasses the physical setting (e.g. heat, equipments etc.), characteristics of the job itself (e.g. workload, task complexity), broader organizational features (e.g. culture, history) and even aspects of the extra organizational setting (e.g. local labour market conditions, industry sector, work-home relationships). It means that work environment is the sum of the interrelationship that exists among the employees and the employers and the environment in which the employees work which includes the technical, the human and the organizational environment (Briner, 2000).

The findings of this study stated unreliable electricity supply and insufficient computers were among the challenges of utilizing Lawson version 9 and respondent suggested creating conducive working environment as a possible measure for this challenge.

These results concur with a Finance Committee meeting when the Members of that Committee discussed the Agenda of Administration and Human Resource Department on the Employees who were promoted 2 months before but they did not get the new salary after their promotion. Head of Department of Administration and Human Resource responded by saying that the problem is network and electricity he elaborated by saying that it was almost a month the Council server did not work and at the same time the electricity was not ok to accommodate to work on all Lawson tasks. Chair Person of the Council tasked District Executive Director of Ruangwa District Council to make sure there are reliable network and electricity all the time. (AGENDA NO 5/03/2018, FINANCE COMMITTEE).

5.3.4 Hiring employees

Hiring employee is the process of generating qualified candidates for open positions (Myrna, 2008). The findings of the study mentioned human error as a challenge for Lawson utilization and the respondents suggested that hiring the required number of human resource officers assist the work load to be minimized to the human resource officers which reduce the mistake in their daily activities to the system.

The results also agreed with the DeLone and McLean who defined six distinct dimensions of Information System success: system quality, information quality, use, user satisfaction, individual impact, and organizational impact; Results findings reflecting this DeLone and McLean model where improvement on network infrastructures reflects system quality, conducive working environment and incentive package reflecting user satisfaction, hiring employees and laws reflecting use, which means for having the right number of human resource officers (users) assist the use of the system.

5.3.5 Improving incentive package

Incentive packages are financial or non-financial rewards offered to employees to compel them to exert more effort into any giving task (Falola *et al.*, 2014).

The findings of the study revealed dishonest was among of the challenges of utilizing Lawson version 9 and respondents stated the improvement of the incentive package as the possible measures of encountering that challenge.

Improving incentive package is entrenched in the ‘user satisfaction’ component of the conceptual framework which was modified from DeLone and McLean (2003). One of the components of the conceptual frame work is user satisfaction which helps to functionality of the Lawson. User satisfaction could be extrinsic or intrinsic satisfaction.

5.3.6 Enacting aggressive laws

Law is an enforceable rule governing relationships among individuals and between individuals and their society (Jefferson, 2001).

The findings of the study mentioned dishonest as one of the challenges of the Lawson utilization and respondents suggested enacting aggressive laws as the possible measure for encountering it. One respondent suggested about having strict laws which will help to control dishonest employees because they will fear on those strict laws. “I think to deal with those Lawson users who are dishonest it is better to introduce strict laws which will help to control them. For example; the one who tempers with the systemmay go to jail for many years”

The findings concur with the National ICT Policy (2016) which states that despite the achievements of the several laws which promoted the ICT in Tanzania but there are challenges of maintaining rapidly changing of technology which create room for computer fraud and crime.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This chapter summarizes the findings of the study. It also presents a conclusion, recommendations, policy implication and areas for further research which were identified during the study.

6.1 Summary of the findings

6.1.1 Introduction

The study focused on the challenges of utilizing lawson version 9 at local government authorities: the case of Ruangwa District Council. The main objective was to investigate the challenges of utilizing Lawson version 9 at Local Government Authorities. Specific objectives were to explore the extent to which the six modules of Lawson version 9 have been utilized by LGA's, to identify the key HR and non-HR operational challenges associated with the utilization of Lawson in the Local Government Authorities and to suggest the possible measures for encountering the challenges of utilizing Lawson at Local Government Authorities. Four variables were used to investigate the challenges of utilizing Lawson version 9 at Local Government Authorities as DeLone and McLean stated. According to DeLone and McLean, challenges of utilizing IS; system quality, information quality, use and user satisfaction. A system evaluated in terms of information, system, and service quality; these characteristics affect subsequent use or intention to use and user satisfaction. Certain functionality achieved by using the system. The functionality (positively or negatively) influenced user satisfaction and the further use of the IS. The successful utilization of Lawson Version 9 at the local government authorities in Tanzania depends on having satisfied variables mentioned above.

6.1.2 The extent six modules of LAWSON VERSION 9 have been utilized

From the findings the study revealed that Ruangwa District Council has utilized fully the human resource module and personnel management module where by human resource module was used to show the structure of the council. The structure

consisted of three (3) main levels: *Company* which meant Tanzania and was presented with the code which was 2000 and *Process Level* (vote) which meant District Council and was presented with the code which was 76G5 and the last level was *Department* which showed all the Departments of Ruangwa District Council, for example Administration Department was represented with 5004. Also the personnel management module was utilized fully in transfer, promotion within vote, promotion between votes, status change, salary change, termination, personal information change and bank information change. On the other hand through the narrative findings the study revealed the modules which were not utilized fully such as; Payroll (PR) module, General ledger (GL) module, Benefits (BN) module and Absence management (LP) module. This was supported by other researchers like Kassam (2013) who revealed that alternative measures should be applied towards improving performance of HCMIS (Lawson Version 9) in the LGAs.

6.1.3 The key HR and non – HR challenges of utilizing LAWSON

The study revealed the key HR and non – HR challenges of utilizing Lawson are low competence, network connectivity, insufficient computers, unreliable electric power supply, human error and dishonest where by HR challenge represented by low competence, human error and dishonest while non-HR challenges represented by network connectivity, insufficient computers and unreliable electric power supply. For example from the HR challenge there were some Lawson users who did not understand other applications in Lawson version 9; for example one HRO failed to apply Lawson for personnel emolument (PE) budgeting.

On the other hand for the case of non- HR challenges it happened even three days without network of Lawson. Not only that it was revealed that human resource and administration office had only two computers, one for the in charge and the other one for the subordinates. Besides, the result of this study shows there was no stable electrical power supply because there were frequent power cut-off and the Council did not have any other source of power. Moreover, all respondents stated there was a human error in utilizing Lawson; for example it was happened one of the employee entered wrongly the deduction code of CRDB, instead of 774 was entered 776 which is a deduction code for Hazina SACCOS. Furthermore, the findings show there were

dishonest Lawson users; for example there was one HRO who tampered with the system and succeeded to stop the deductions of a bank from which he took a loan and the following month he printed a salary slip which showed he did not take a loan from that bank and used it to try to secure new loan from another bank.

6.1.4 The possible measures

The possible measures for encountering the challenges of utilizing the Lawson were mentioned as refresher courses, improvement of network infrastructures, creating conducive working environment, hiring employees, improving incentive package and enacting aggressive laws. For example; one of the HRO said it would be better if there will be a refresher course for Lawson users because there were some changes of applying some forms like PA 71 which was used previously but currently were using TZ 71 for personnel emolument (PE) budgeting. This was justified by Scott (1986) who said that training needs to occur at two levels in these organizations: firstly is the training and development of Management Information System staff where they exist, and secondly training and education of user department personnel in appropriate technologies.

6.2 Conclusion

Generally, the research attained its general objective of investigating the challenges of utilizing Lawson version 9 at Ruangwa District Council. From the findings, it was revealed that Lawson version 9 was not practiced fully at RDC and this was probably partly due to challenges which were confronting its utilization which were categorized into two parts: the HR challenges and non – HR challenges. Therefore, for the successful performance of the Lawson version 9 at RDC, the identified challenges of utilizing Lawson and suggested possible measures for encountering challenges of utilizing Lawson have to be taken into consideration as a cornerstone for the improved Lawson functionality at the council.

6.3 Recommendations

From the findings, the following recommendations are made:

- Government should introduce sub-server to Regional Administration for the purpose of minimizing load to the Ministry server which provides service to all Regions So that each region can deal with her districts.
- Government should insist video conference uses between the responsible Ministry for Lawson and other public sector for the matter of discussing Lawson issues at least at the end of each month, this will help to know the challenges on time and settle it immediately.
- Government and Management of RDC should motivate the employee towards the use of Lawson in the organisation. They should motivate the employees towards the growth and development of the organisation by providing not only financial motivation but also other motivational factors to be provided to the employees.
- Government and Management of RDC should insist on the smooth communication between HROs who are approvers from the Ministry and HROs from other public sector also on the other hand the smooth communication should be emphasized between Ruangwa HROs and other employees from other departments for the purpose of maintaining efficiency of the Lawson system.

6.4 Policy Implications

The findings imply that although National Information and Communication Technologies Policy of 2003 as revised in 2016 directs on unending calls for enhancing and speeding up the HR's ICT capacity and empowerment to all employees working in the Government, but the pace for ICT use and adoption is slow.

It is the same with the Ruangwa District Council which was performing Lawson version 9 through the HROs who were trained to use it but use and adoption did not

reflect the need of the National ICT Policy, since there were only few HROs who were using Lawson version 9 through the six modules of Lawson. On the other hand it was only two modules which were utilized fully which was against what the policy directs on enhancing and speeding up the HR's ICT capacity and empowerment to all employees working in the government.

Despite these hiccups, the ICT landscape has changed since 2003, requiring a relook at the policy framework to reposition Tanzania to better meet emerging opportunities while contending with their associated threats. These developments challenge us to devise bold and courageous initiatives to address issues such as reliable infrastructure, skilled human resources, open governance, security as well as legal and institutional frameworks.

On the other hand the findings of this study revealed challenges of utilizing Lawson version 9 some of them were insufficient computers, unreliable electric power supply, dishonest and others which could not be necessary challenges of the whole public service or Local Government Authorities. This is evident from the study by Kassam (2013), Magenda (2011) and Kalikawe (2010) which did not mention dishonest and human error as part of HRIS challenges. This implies that both generic and specific remedies should be sought in addressing the challenges. Also it implies that the necessity of having internal policies for each specific institution should be adhered for the purpose of handling internal matters which are not necessary to be the problem to other institutions.

Insofar the findings revealed HR and non-HR challenges, this implies that remedies to address the challenges should consider properly such ramification. Failure to consider such ramification is ought to produce unworkable solutions.

Also as the findings of the study revealed that the challenges of Lawson version 9 impact or affect individuals or other organizations outside the precinct in which it operates, the implication is the needs for integrating the wide range of stakeholders from different Ministries to discuss and encounter the challenges emanating from utilization of such technology.

6.5 Areas for further Research

A similar study is suggested to be conducted in other local government authorities, since

the findings of this study cannot be generalized to all councils in Tanzania due to methodological limitations. It is suggested to extend the study to other areas of the country to have a wider knowledge on the challenges of utilizing Lawson version 9 for the reason that different localities have different characteristics. As Abdulai and Owusu-Ansah (2014) opine it will be the same topic that is being investigated, the condition in a different country or different parts of the same country will be different which will influence the research. It is also recommended that further studies should be carried out to identify the challenges of utilizing Lawson version 9, particularly in other public service entities like Ministries, Departments and Agencies because the working environment of these entities are different comparing to the Local Government Authorities.

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APPENDICES

APPENDIX I:

INTERVIEW GUIDE FOR LAWSON USERS

Part I: Personal Particulars

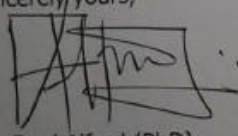
- a) Age.....
.....
- b) Gender.....
.....
- c) Education level:
.....
- d) Department/Section:
.....
- e) Marital
status.....
- f) Work experience (in terms of
years).....

Part II: Study Information

- a) Based on your experience, to what extent do you think Lawson Version 9 has been exploited/utilized in your council?
- b) Does the council get optimally what it has intended to get from using Lawson Version 9?
- c) Based on your experience, what HR related operational challenges you face when using Lawson Version 9 in your council?
- d) What do you think are the non-HR related operational challenges encountered when using Lawson Version 9 in your council?
- e) Is there anything you would like to add, regarding the functionality of Lawson Version 9 in your council?
- f) What advice would you provide to improve the utilization of Lawson Version 9?

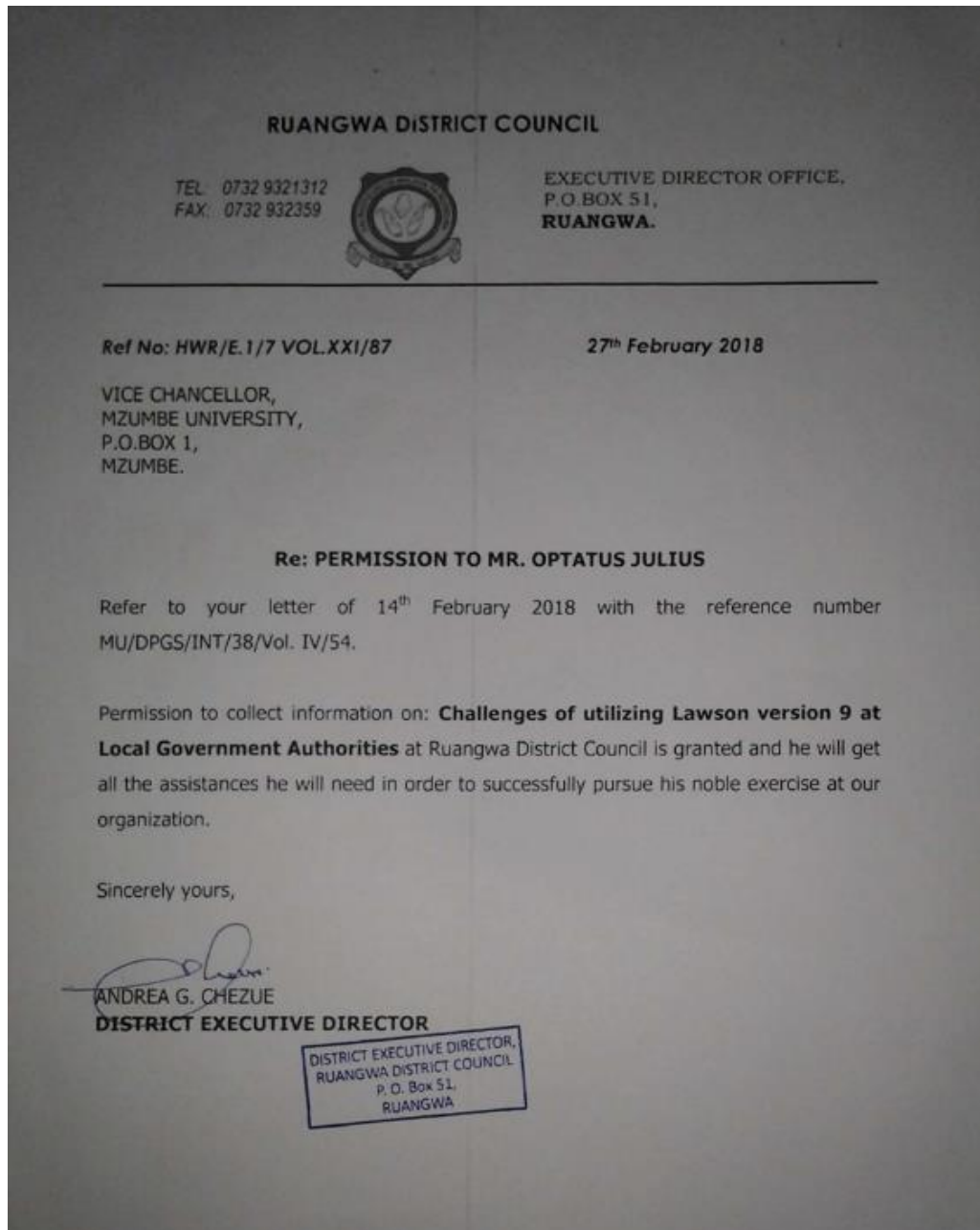
APPENDIX II:

LETTER OF INTRODUCTION, MZUMBE UNIVERSITY

 MZUMBE UNIVERSITY (CHUO KIKUU MZUMBE)	
OFFICE OF THE VICE CHANCELLOR	
E-Mail: info@mzumbe.ac.tz Tel: +255 023 2931212 Fax: +255 023 2931213 Cvili: +255 0754694029 Website: www.mzumbe.ac.tz	P.O. Box 1 Mzumbe TANZANIA
Ref. No. MU/DPGS/INT/38/Vol. IV/54	Date: 14 th February, 2018
 TO WHOM IT MAY CONCERN	
 RE: INTRODUCTION OF MR. OPTATUS JULIUS	
The bearer of this letter Mr. Optatus Julius whose registration number is 144111030/T.16 is a postgraduate student at our University (Mzumbe University) pursuing Masters of Science in Human Resource Management (MSc. HRM). As part of requirements for completion of his studies, he is collecting information on: Challenges of utilizing Lawson version 9 at Local Government Authorities.	
This letter serves to achieve three purposes. Firstly, to introduce him to you, secondly, to request you to grant him permission to undertake the mentioned research at your Institute, and thirdly to request you to facilitate any form of assistance he might need in order to successfully pursue this noble exercise at your organization/institute. We can assure you that this activity is entirely for academic and will never be used for any other purposes.	
We trust that you will accord our student with necessary assistance.	
Sincerely yours,	
	
Dr. Fred Alfred (PhD) For: VICE CHANCELLOR	

APPENDIX III:

PERMIT TO CONDUCT A RESEARCH, RUANGWA DISTRICT COUNCIL

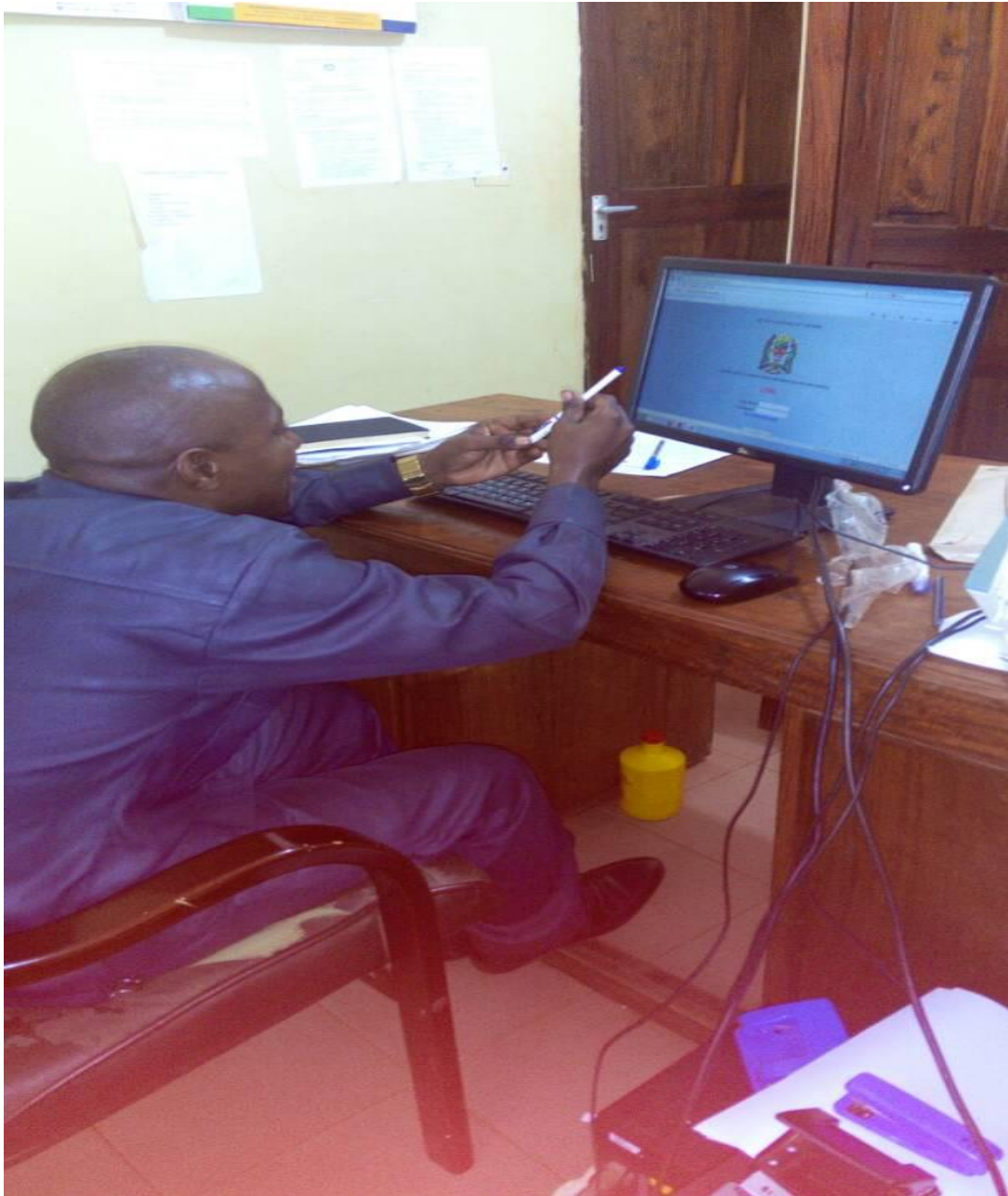


APPENDIX IV:

RUANGWA DISTRICT COUNCIL-MAIN OFFICE



APPENDIX V:
OFFICE OF THE HEAD OF DEPARTMENT FOR ADMINISTRATION AND
HUMAN RESOURCE (RUANGWA DISTRICT COUNCIL)



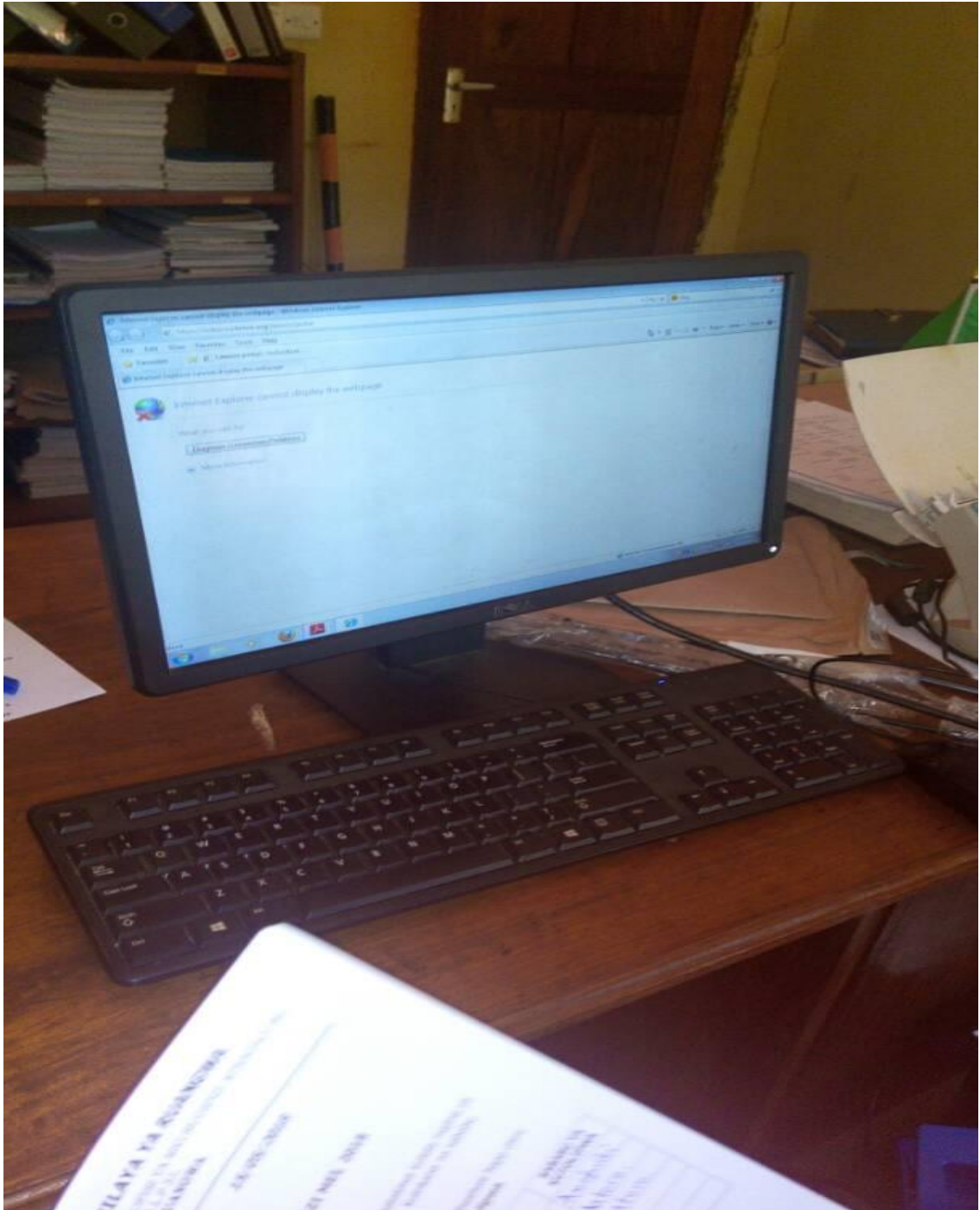
APPENDIX VI:

OFFICE OF THE HUMAN RESOURCE OFFICERS
(RUANGWA DISTRICT COUNCIL)



APPENDIX VII:

LAWSON NETWORK CUTOFF



APPENDIX VIII:

ANNOUNCEMENT OF TANESCO ELECTRICITY CUT OFF

SHIRIKA LA UMEME TANZANIA

TAARIFA YA MABORESHO

Shirika la Umeme (Tanesco) mkoa wa Lindi linawataarifu Wateja wake wote wa Mkoa wa Lindi kuwa litasitisha Huduma ya Umeme kwa Wateja wake leo siku ya Jumamosi ya tarehe 21/04/2018.

Sababu Kupisha kazi ya marekebisho ya kumalizia kazi kwenye laini mpya ya Mahumbika-Ruangwa pamoja na marekebisho mengine kwenye laini zetu.

Muda kuanzia SAA 3:00 ASB mpaka SAA 11:00 jioni.

***Maeneo Yanayoathirika*:** Maeneo yote yanayopata umeme kutoka laini ya Nyangao yakiwemo maeneo ya Mahumbika, Kiwalala, Nyengedi, Mtama, mpaka Nyangao .

Shirika linaomba radhi kwa usumbufu wowote utakaojitokeza

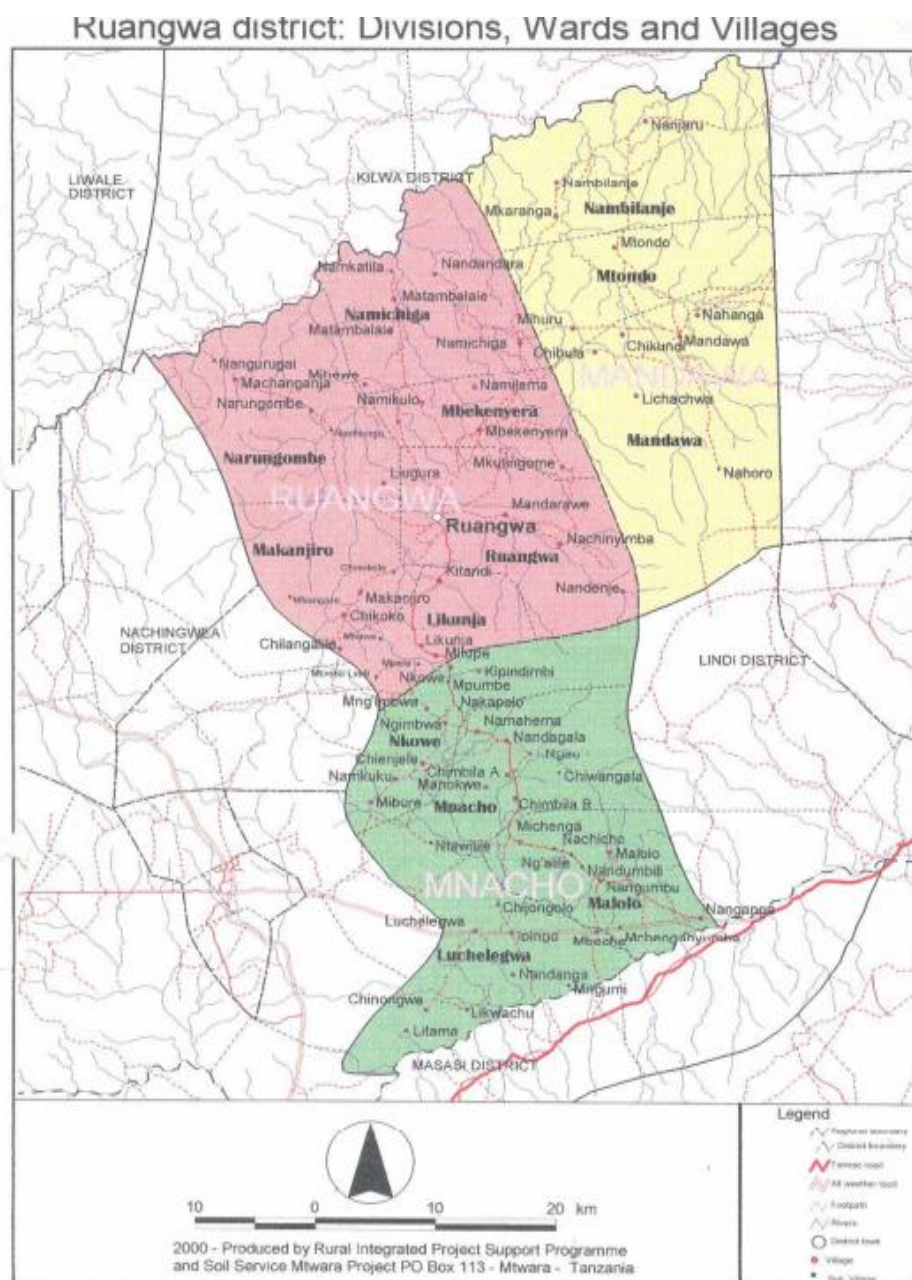
Tahadhari usiguse wala kukanyaga wala uliokatika au kulala chini

Wasiliana nasi kwa namba ***0684692786/0752518247***

Limetolewa na Ofisi Mahusiano kwa Wateja-Lindi.

APPENDIX IX:

MAP OF RUANGWA DISTRICT, TANZANIA



RUANGWA DISTRICT COUNCIL ORGANIZATION CHART

