IMPLEMENTATION OF HUMAN CAPITAL MANAGEMENT INFORMATION SYSTEM (HCMIS) IN LOCAL GOVERNMENT AUTHORITIES IN TANZANIA:

A CASE OF MOSHI DISTRICT COUNCIL

By

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

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CERTIFICATION

We, the undersigned certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled "**Implementation of Human Capital Management Information System (HCMIS) in Local Government Authorities in Tanzania: A Case of Moshi District Council"** in Partial fulfillment of the Requirements for Award of the Degree of Master of Science in Human Resource Management of the Mzumbe University.

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I, Annasarah Mathuen Chinyuka, 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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AKNOWLEDGEMENTS

DEDICATION

This dissertation is dedicated to my beloved mother who inspired, guided and gave me a wonderful support throughout my study.

May God bless you Mama.

ABBRIVIATIONS AND ACRONYMS

CMIS	-	Computerized Management Information System
CMT	-	Council Management Team
DHRO	-	District Human Resource Officer
GOT	-	Government of Tanzania
HCMIS	-	Human Capital Management Information System
HOD	-	Head of Department
HOS	-	Head of Section
HI	-	Health Insurance
HR	-	Human Resource
HRO	-	Human Resource Officer
HRM	-	Human Resource Management
HRIS	-	Human Resource Information System
IT	-	Information Technology
ICT	-	Information and Communication Technology
LGAs	-	Local Government Authorities
MDAs	-	Ministries, Department and Agencies
MDC	-	Moshi District Council
MU	-	Mzumbe University
MSc. HRM	-	Master of Science in Human Resource Management
PO – PSM	-	President's Office, Public Service Management
PSRP	-	Public Service Reform Programme
TANECO	-	Tanzania Electric Supply Company
TTCL	-	Tanzania Telecommunication Company Limited
VEs	-	Village Executives

ABSTRACT

The study explored the implementation of Human Capital Management Information System (HCMIS) as a control tool of human resource information and practices in LGA's in Tanzania. Specifically, the study focused on exploring how Human Capital Management Information operates, to examine the perceptions of HCMIS users and the challenges that the users encounter in the course of using the system. In so doing, the study used qualitative approach in analysing data for the study. The sample size of the study comprised of 165 respondents from different departments and sections from Moshi District Council Documentary review, observations and interviews were used as research instruments to collect both primary and secondary data. The documents reviewed were human resources manual, human resources and payroll information while the interviews were conducted to the Director of Moshi District Council, Heads of departments, Human resources officers responsible for the use of the system and other stuff in Moshi District Council.

The findings show that HCMIS has increased efficiency in managing human resources as compared to manual (paper based – records). In particular, the system has increased efficiency in planning, controlling and managing Human Resource (HR). Despite the success, the system face challenges such as network failure, outdated programs, designing problem and inadequate knowledge of using the system, lack of data backup, anti-virus usage, lack of office equipment for example computer, pretest of the system before installation, and frequent power interruptions. Together, all these factors constrain effective implementation of HCMIS in Moshi District Council.

The study recommends that LGA's should increase resources to facilitate proper functioning of the system by ensuring that training on HCMIS is conducted to Human Resource Offices by employing experts from universities which offers HCMIS course. The government should emphasis the Higher Training Institutions to establish and train courses on HCMIS. Also the system should be updated on time so as to enhance efficiency. Moreover the President's Office, Public Service Management and Good Governance should take to heart and honour the complains raised by officials of the Local Government Authorities.

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CHAPTER ONE

INTRODUCT ION AND BACKGROUND INFORMATION

1.0 Introduction

Organizations operate in turbulent environment which make it necessary to design the strategies to make them cope with the environment changes. Parts of these changes affect technology. Thus for organizations to survive, they must seek for appropriate means to twist their technology to cope with the changing environment. In doing this, many organizations strives in seeking ways to improve information management by utilizing Information technology in all of their functions.

Central to this is staff management information which is the heart of organizational performance. This is because staff management information helps managers to make decisions which are more efficient but also it provides information on potential employees in the labor market. This implies that information on current and potential employees within the labor market are required to be relevant, accurately and timely received for management decision making. Therefore managers in organization need to be aware of the required technology to keep organization abreast with the human resources information.

One way of managing human resources information is through the use of computers. Before 1960s computer systems were used for a very limited purpose in human resource management and were used only for accomplishing administrative tasks such as monitoring employee records and payroll activities. After this era, in the 1970s, most large organizations particularly in the United States of America (USA) developed some structure of personnel data system that could provide managers with relevant information to HR needs (Hennessey, 1979; DeSanctis, 1986). Following that, the percentage of organizations that had HRIS increased to 40% (Richards-Carpenter, 1982). Currently, HRIS has become a major tool in managing staff information in most large organizations (Chien and Chen, 2008).

Similarly, Tanzania like other countries around the world has adopted the use of Human Resource Information System. Before the introduction of this system in

Tanzania, the human resources information was managed through manual system. Nevertheless, the manual system proved failure because of poor employee's records keeping, inaccurate employee's information and difficulties in handling employee's matters. This pushed the government to introduce different initiatives in the mid of 1990s to ensure that human resource management in the public service generates skilled, trained and motivated workers. As response to this, the government in Tanzania introduced the HCMIS in the public sector and in particular in the Local Government Authorities.

Nevertheless, the current empirical research and the government reports show that the system is not delivering to the expectations. The number of ghost workers has increased and delay of promotion despite the introduction of the system. It is against this background that prompted a researcher to conduct a research to find out how this system functions and why this problem exists despite the introduction of the system.

1.1 Background of the study

This study is about the Implementation of Human Capital Management Information System (HCMIS) in Local Government Authorities in Tanzania. Human Capital Management Information System is an integrated instrument that collects, accumulates and utilizes the essential data and particulars concerning human resource in the organization. The system presents the particulars required in administering human resource information and practices in the organization through the use of computerized software. For Human Capital Management Information System to function well it should be supported with adequate working tools such as computers, available network and the website access (Kassam, 2013).

Historically, Human Capital Management Information System was first introduced in the United States of America (USA). From 1970s, most large USA organizations developed some form of personnel data system that could provide managers with information relevant to HR needs (Hennessey Jr, 1979) DeSanctis, 1986. Following that the organizations using HRIS increased to 40% (Richards-Carpenter, 1982)

In Tanzania, the Human Capital Management Information System was introduced in Public sectors following the failure of the manual system which was not effective in

managing human resource and payroll process. The manual system was constrained by the number of challenges including absence of accurate information concerning human resource and payroll system, outdated government guidelines and procedures in handling human resources information matters such as promotions, transfer, terminations of employees, training and development of employees, employees information change and pay and exit employees from the payroll. The government procedures and guidelines were much slower and inaccurate to sustain human resource management, difficulties for human resource to understand their capabilities, talents, competencies, training needs and employees' achievement (Annual report, 2013).

Given these challenges, from the mid-1990s the government introduced Public Service Reforms Programmes so as to achieve the best human resource management and infrastructures. The key aim of such initiatives has been to improve the effectiveness and efficiency of the Public Service. For instance; Tanzania's Public Service Reform Programme (PSRP) phase II of 1991 acknowledged the opportunities and challenges presented by Information and Communication Technology (ICT). In this set up, the President's Office, Public Service Management (PO-PSM) established National ICT Policy, which was approved by the Cabinet in March 2003 for the purpose of promoting good governance, transparency and accountability.

In 2011 the Government of Tanzania through (PO-PSM) came up with the strategy as a response to overcome problems surfaced in the previous manual filling platform which was accompanied by a number of limitations such as difficulties in searching for employee's data and information required timely. This involved the introduction of the Human Capital Management Information System (HCMIS) to government Ministries, Departments and Agencies (MDAs) as well as in the Local Government Authorities (LGAs). The system was designed in such a way that could enable government officials such as Human Resource Officers and Administrative Officers from all Public Offices to maintain employee's information in the Lawson Version 9.

Recently the government reports and empirical literature show that the system functions as an instrument in the management of organization's information and human recourse practices in the public service. Specifically, the HCMIS had a goal to empower employers and the government as a whole with correct and up – to – date human resource and payroll data and information for effective decision making.

In a nutshell, the system aimed at reducing the setbacks of the previous manual system by reducing the traditional workload of the administrative activities (to shift from paper based records into computerized HRIS database) and helping the organization to effectively store of employees data more securely and accurately as well as improving human resources data management. Nevertheless, the current empirical literature and the government reports show that this goal has not been attained as expected (Kassam, 2013).

1.2 Statement of the problem

Human Capital Management Information System plays a very significant role in ensuring human resources of any organizations are well managed for high productivity. Since its introduction, the HCMIS has been reported to be a fundamental tool for enhancing organizations competitive advantage over rivals as the system strategically enhances organization efficiency. HCMIS enables Human Resource professionals to manage staff information through Lawson version 9 and performs all necessary changes as needed such as employees' transfers, promotion, personal information change, termination of employees as well as employee's status change. (Human Resource Manual, 2016)

In the past one decade the government in Tanzania, introduced Human Resources Information System in the public service as strategy for addressing the challenges encountered during the use of manual system which includes fraud of payroll (ghost workers), corruption, high turnover and unqualified Civil Servant in the Government (Annual report, 2011).

Nevertheless, since its introduction, the number of studies conducted show that the system has not sufficiently achieved the intended goal. The number of ghost workers and the problems of payroll still exist despite the introduction of the system.

Basing on the existing literatures so far, no systematic research has been conducted to examine the implementation of HCMIS system as a control tool of human resource information and practices in LGAs.

1.3 Objectives of the study

This study comprised of both general objective and specific objectives.

1.3.1 General Objective

The general objective of this study was to explore the implementation of Human Capital Management Information System as a control tool of human resource information and human resource practices in LGA's.

1.3.2 Specific Objectives

The specific objectives of the study were:-

i.   To examine how Human Capital Management Information System operates in Moshi District Council.
ii. To examine the perception of Human Capital Management Information System users on the use of the system at Moshi District Council and
iii. To examine the challenges associated with the proper functioning the system

1.3.3 Research Questions

With regards to research objectives, here is a set of research questions:

i.   How does Human Capital Management Information System operate in Moshi District Council?
ii. What are the perceptions of Human Capital Management Information System users on the System in Moshi District Council?
iii. What are the challenges of Human Capital Management Information System users on the System at Moshi District Council?

1.4 Scope of the Study

Despite the fact that Human Capital Management Information System is carried out in both private and public sector, this proposed study focused on the implementation of Human Capital Management Information System as a control tool of human resource functions and practices in Local Government Authorities' particularly in Moshi District Council. This was an area where the researcher was familiar with and practices the use of HCMIS. MDC is a LGA with high number of population which enabled the researcher to get the required sample size and different information from different people.

1.5 Rationale of the study

With regard to the role of Human Capital Management Information in the organization, the study requests of the new capabilities, knowledge, development and the competencies that the research questions will produce:

Firstly; the findings of this study will be helpful in strengthening the body of knowledge to academicians on the use of HCMIS.

Secondly; the study will empower both Employers and the Government as a whole with the accurate and up- to- dated human resource payroll data and information of the employees they manage for effective decision making.

Thirdly; the study will help to examine the way Human Capital Management Information System operates which will help in addressing different challenges that may arise during its implementation for effectiveness of the system.

Lastly; the study will be useful to the management of District Councils and Municipalities in Tanzania to learn the perception of Human Capital Management Information System users, employees and other stake holders on the use of the system to produce the desired result.

1.6 Limitations of the study

Some respondents were reluctant in providing data for the study which delayed the process of data collection. However the researcher spent some time to educate them on the significance and purpose of the study and managed to collect data. It was also difficult to collect information on Human Capital Management Information System (Lawson) due to its confidentiality but special permit was secured from the District Human Resource Officer which helped in the collection of data.

1.7 Conceptual definition

1.7.1 Human Resources

Human Resource may be defined as a group of people who are considered as the most valuable asset in the organization being it public or private organization. This concept is commonly used in the organization as they play a very important part in attaining the intended objective.

Bhattacharya, (2010) argues that Human resource is attached to the organization when managers get things done through them and this is what is known as Human Resource Management. With staff in the organization managers needs to involve different human resource management process so that to in a position of acquiring, maintaining, training, development as well as the termination of their stuff. Being this the case, for organization to be competent in practicing its function should have suitable information of their human resource.

Kavanah et. al (1990) the Human resource Information System is the new system that is applied in the organization to obtain, accumulate, control, retrieve and share out information regarding the stuff. The information obtained is facilitated by the use of Human Capital Management Information system which acts as a control mechanisms for human resource functions and practices within the organizations.

1.7.2 Human Resource Management

HRM is a technique used by managers in the organization whereby human resource within the organization are treated as the valuable assert. (Storey, 1989). This is due to the fact that they can be used to maximize productivity which at the end will lead

to the organization success. Considering these human resources in any organization should be motivated through training and development, recognition for the best performance as well as engaging them in decision making. Simply this is the process of getting things done through people. As Ulrich and Lake (1990) remark: "HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities."

1.7.3 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 loses) and early retirement (controlled loses) (Mushi, 2000).

1.7.4 Information and Communication Technologies (ICT)

Information and Communication Technologies (ICT) is a common word used to express the merging of information technology, broadcasting and communications. One strongly example is the Internet (National ICT policy of Tanzania, 2002). According to World Youth Report, 2003 it is the result of analysis and communication of data in a form useful to recipients. Data are the raw materials from which information is derived. The destination is important because data generated provides useful information and managers need information so as to make effective decisions (Holt, 1987). Information means data that have been organized or analyzed in some meaningful way (Stoner, et al 1995). The need for information varies at different levels of the organizational hierarchy. Information required by senior managers differs from operational level workers (Hussain and Prowse 2004).

1.7.6 E-Government

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

1.7.7 Information and data

Information is the result of analysis and communication of data in a form useful to recipients (Gupta 2006). The raw material from which information is derived is called data. Therefore, Information is data that have been organized or analysed in some meaningful way (Stoner, et al 1995). The need for information varies at different levels of the organisational hierarchy. For that reason, the destination is important because data generated by the ton without providing much useful information and managers need information so as to make effective decisions (Holt, 1987).

1.7.8 Systems

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

1.7.9 Information Systems

It is a group of interrelated hardware, software people, procedures and data combined to provide useful information to decision makers (Holt, 1987; Gupta 2006). HRIS is an example of a functional information system, similar in organisational positioning to the marketing information system, the manufacturing resource planning system and the accounting information system (Holt, 1987).

1.7.10 Management Information Systems

It is a formal system of which is used by the Administrative section of the management by gathering, processing and disperse information accurately and timely. This management information improve decision making process in the organization catching, monitoring and evaluating employees competences through the use of clear means of communication for mutual understanding of organization goals. (Weihrich *et al.,* 2007). Management information system supports the planning, organizing, control, and operational functions of an organization by equipping consistent information in the proper time frame to assist the decision making (Williams, 1985).

1.7.11 Human Resources Information System (HRIS)

Human Resources Information System (HRIS) is a systematic way of storing data and information for each individual employee to aid planning, decision making and submitting reports to the external agencies. It refers to the systems and processes at the intersection between human resource management (HRM) and information technology (Bhattacharya, 2010). For the purpose of this study HRIS is referred as Human Capital Management Information System (HCMIS).

1.7.12 Lawson

Lawson is a Global Company that provide software and implementation services to 4000+ customer sites in manufacturing, distribution and services industries across different countries including the Government of United Republic of Tanzania (HCMIS user manual, 2011). It allows the public to build a nationwide e-government platform that assists their relationship and interactions with the Government, and develops the range and delivery of more quality public services, at local and central levels. It also produces information to better shape policies, strategic plans and strategic decisions for developing and at the same time enhancing the delivery of public services. The word LAWSON version 9 has been used in this study referring to Human Capital Management Information System (HCMIS).

1.7.13 Human Capital Management Information System (HCMIS)

Human Capital Management Information System (HCMIS) is a computerized skills inventory for acquiring; storing, analyzing and controlling the flow of human resource related information throughout an organization. It helps in the collection and maintenance of employee information in the Lawson Version 9 work life such as salary, payroll, compensation, employees training and development, promotion within vote, employee performance appraisal, transfer, personal information change, bank information change and the superannuation-deduction for pension and other employee benefits (HCMIS user manual 2016).

1.7.14 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.

1.7.15 Promotion of the employees

Human resource information should consider promotion needs of the employees within the organization. Promotion of employees in the public organization goes hand in hand with the Open Performance Review and Appraisal System (OPRAS) which has been designed to assist both managers and staff in planning, managing, assessing and appreciating performance advancement in the organization with the objective of achieving organization goals. (OPRAS Guideline, 2006). This supportive tool is mandatory to all public servants and has been introduced in MDAs, Regional Secretariat, and LGAs to enable proper and more effective use of human resource.

After the performance reviews to evaluate employees' performance in the organization the supervisor may suggest the most appropriate reward or sanctions to the employees depending on the level of accomplishing a given task. Human Capital Management Information System facilitating the selection of employees with

appropriate scores for each performance criteria. This enables Managers to make clear decision of the stuff to be promoted as the system recognizes them different from the former paper based record system which couldn't do the same.

1.7.16 Termination of Employees

Lack of enough and relevant information about the human resource is among the major factor that makes most of the organization fail while dealing with the challenge of ghost workers. (Gee et al., 2010). By the use of the improved information system (HCMIS) most of the employers are now in the position to get accurate and relevant information about their stuff as a result it is now easy for the employees who are not supposed to exist in the government payroll be obtained and timely removed out from the payroll since their information is available in the system. Organizations must prepare a schedule for terminating employees who have come to an end of their service in the public sector by retire death or transfer. Delaying of this important information may have a huge impact to the government including the increase of the go wage bill (Yanusa, 2013).

1.7.17 Personal information change

Human Capital Information System is a useful instrument for ensuring appropriate, corrective and accurate information of employees are available within the organization. This system helps the employees and the government in general to have information that goes hand to hand with different human resource and salary changes The information concerning can be obtained from the form in the system known as (HR. 11.1) which is used to displays employee information including employee name, person information, and address. Also trough this information can be verified. The information also through this system can be easily updated. (Human Resource Manual: 2016)

1.7.18 Training and development

Training usually refers to efforts to improving employees with the skills or focus on achieving organizational goal. It is a systematic activity which is designed by managers to create a change in attitude, the thinking and behavior or people within or outside the organization. Through the adoption of HCMIS as software of managing

human resource information it is easy for managers to have the right number of employees who need to be trained to enable them to do their jobs more officially while increasing their attitudes, skills and abilities of employees to perform specific job. On the other hand education is referred as a process of increasing the general knowledge and understanding of the overall environment**.** Human resource information should consider the issue of training and development to employees so as to provide them with opportunity to acquire necessary skills and knowledge needed in the business environment. The HCMIS provides the access of managers in the organization to well prepare training program basing on the stated clear objectives for training and analyzing the training needs. During the period of paper work system training programmes carried out was not related to work improvement

1.7.19 Local Government Authority

Local Government Authority is defined as part of government operating at a local level, a representative organ known as council in a country established by law to exercise specific powers within a defined control (Warioba,1999). Local Government Authorities are under President's Office, established by the Local Governments Act 1982, Ordinance Cap. 333. The term Local Authority represents administrative bodies that are officially responsible for all public services in specific geographical areas such as municipalities' cities, towns, boards and countries (Nalugo, 2007). Local authority are tasked with ensuring provision and maintenance of public services to residents especially through the utilization of funds generated from the local communities, in addition to loans and grants from the Central Government and other sources (Local Government Finance Act, 1982). LGA is regarded as institution to which legal and political authority from the central government and its agencies are shifted (Mniwasa 2001). The transfer includes the authority to plan, to manage public affairs and make decisions by agencies other than central government (Ng'ethe, 1998).

1.8 Organization of the study

This study is organized into six chapters. Chapter one presents the introduction, background of the problem, statement of the problem research objectives, research questions, significance of the study and the study limitations. Chapter two provides the literature review focusing the theoretical perspectives and empirical evidence. Chapter three is dedicated to research methodology which covers all necessary methodologies from selection of the theoretical paradigm to validity, reliability and analysis of the data, the fourth chapter presents and discusses the findings of the study, the fifth chapter gives the summary, conclusion and the sixth chapter provides summary, conclusion and the suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides the theoretical framework; theoretical literature review and empirical literature review whereby earlier studies conducted by various researchers are discussed. Apart from that it supports the view that literature review allows to find out what has been done in terms of the problem being investigated to ensure that duplication do not occur.

2. 2 Theoretical Literature Review

Human Capital Management Information System involves a number of theories and concept relating to HCMIS. Under theoretical framework different theories have been discussed including; Social Technical Theory, Social System theory, Resources Flow Model and Technology Acceptance Model. With regards to these theories, any human resources information system is logically an inventory of the positions and skills existing in given organization. However, human resources information system is more than a simple combination mechanism for inventory control and accounting. It is the foundation for a set of management tools facilitating managers to form objectives for the use of organizations human resources and to measure the degree to which those objectives have been attained (Schuler, *et. al.*1986). Therefore HCMIS is informed by the number of theories.

2.3 Socio-Technical Theory

Socio-Technical Theories explain how HRIS is being developed and formed. According to these views the appearance of technology is determined by related settings. Socio-technical perspectives gave a richer understanding of the use of technology. Likewise HRIS transition is also subject to the same concepts that have been revealed previously and thus HRIS transition needs to be agreed on the basis of socio-technical theories. Socio-Technical Theories understand that the performance of the existing and new system can be developed satisfactorily if social and technical viewpoints are brought together (Clegg, 2000). Cherns (1987) based on the perceptions of socio-technical theories formulated some principles to be followed so

as to develop an information system. Later, Clegg (2000) extended the work of Cherns by proposing a more integrated set of criteria to be followed by system users, managers, and designers within the organisation. In transition of a system some issues need to be reflected; contingent design, the needs of the business values and mind sets, its users and their managers, social shaping of design, simplicity in designing the new system, resources support and political processes. To assure success, changes of these perspectives have to be taken into consideration before the decision to renovate the existing HRIS.

2.3.1 Relationship between the theory and the study

The study aim to examine the implementation of HCMIS as a control tool of human resource information and practices, HCMIS as a system to operate effectively needs some of the components such as technology, designers, users, and information and system managers. On the other side social technical theory suggest that HRIS should be understood on the basis of social technical theory that is to say there must be involvement of the mentioned components together with social and technical perspectives in order to bring positive changes.

2.4 Social system theory

Social systems theory was established in order to support the theoretical foundation of Human Resource Management (HRM) by Ludwig (1956). Social capital theory discovers the impact of HRMIS on enterprise social capital, hence impelling academic and partition world to pay close care to HRMIS function of developing enterprise social capital. It attempts to look at the effect of knowledge creation, operation performance of enterprises and technology innovation.

According to Midiwo (2015), the social systems model is sensibly regarded as a specialization of systems thinking; on the other hand as an objective yield of systems science and systems software development, with an emphasis on generalization that it is appreciated over a wide scope of systems. As noted by Midiwo (2015) the SERVQUAL model deals with measuring seven service quality dimensions, that is, service quality, user self-sufficiency, system quality, user involvement, usefulness information quality, user satisfaction to be more perfect in assessing the effect of

HRIS on performance. Midiwo noted that this can also be evaluated by its indicators, which takes the performance methodology with the first five elements being service provider performance.

2.5 Resource flow model as a model for HRIS

Resource Flow Model states that organization achievement depends on the contact between the flow of information, resources, money and manpower (Beadles, 2005). Application of resource flow theory in HRIS emphasizes on the flow of human resources information through the organization. It identifies that the organization environment offers training, promotion, recruitment, termination and evaluation. The duty of HRIS is to collect data that tracks this human resource flow. Store data until it is needed, and use the data to produce the information that supports to monitor the flow.

Resource Flow Model is important and useful as it is recognized that HRIS is used to support variety of HR tasks. Thus, services delivered are more effective and operations are efficient. For instance, the main objective of the Public Service Management and Employment Policy for Tanzania (1999) is to present guidelines philosophy and practices which monitor the transformation of the Public Service of Tanzania to a highly performing and dynamic meritocracy. The HCMIS is a tool that can be used to attain this main goal/objective of the policy.

As illustrated below Resource Flow Model components comprises of three subsystems namely data input, a database, and output. The system dedicated to transform the data into information and creating it available to users for better decision making.

Figure 2.1 Resource Flow Model as Model for HRI

Output	Control tool	Input
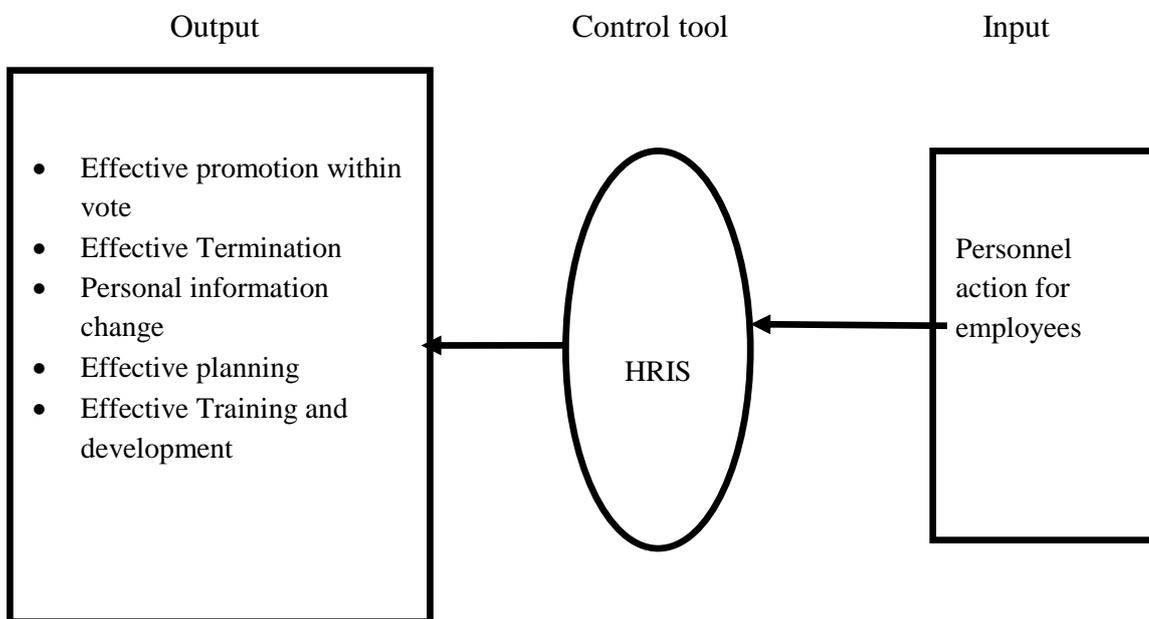
Source: Modified from McLeod and Schell (2007)

Input

The input data is obtained from personnel action of employees within the organization. Then the collected data are entered into the database (McLeod, 1995).

Control tool

HRIS database consists of employee database and organization database. The data and information acquired from the employee and files are held in computer storage (McLeod, 1995). Database management system (DBMS) software performs the maintenance processes (Anctis, 1995).

Output

The output comprises of various types of information to be controlled such as Transfer, Promotion within vote, Status change, Name change, Salary change, Termination, Personal information change as well as Bank information change. All these information are authorized to be used by only Human Resource Officer and Administrative officers with proper security action to control HR function and activities. HRIS system allows the analysis of HR data in such a way that it provides

management with information about people and their jobs for effective and efficient services.

2.6 Technology Acceptance Model (TAM)

Technology Acceptance Model (TAM) was initially proposed by Davis in 1989 to predict user recognition of computers but has been variously used in grounds of ICT. The variable of employee and management commitment derived from the TAM Model, to define attitude towards technology. These variables are the perceived helpfulness of the technology and the inability to essentially use the technology.

As stated by Pedersen and Nysveen (2003), Beresford (2005) and Manueli *et al* (2007), this theory or model has been on ongoing development since its beginning. It was revealed that uniqueness of model feasibility in clarifying the acceptable integration of various information technology services in organizational environments are very important to practitioners and scholars pursuing to justify the usefulness of IT in their respective systems. As a direct definition, Zhang (2008) explain the model that posits the perceived effectiveness and simplicity of use of an IT that tend to determine one's target to utilize the respective information technological system.

In addition, the idea of perceived usefulness is equally significant to the individual and organization with respect to perceived ease of use; or we can say that, the assessment of practicality and viability the technology demonstrated in a respective environment is an estimate and reflection, of the information technology usefulness. If both perceived usefulness and perceived ease of use are satisfied criteria among those evaluating the compatibility and adaptability of the information technology, then attitudes are likely to change and favour implementation of the IT. If involved, actual use is guaranteed to follow. And if the technology fits the purpose of the task and works efficiently and effectively in the process, then recognition of that technology is likely to follow in the particular environment hence performance of the organisation increases.

Therefore, the theory is in line with the proposed study due to the fact that the main objective of the Public Service Management and Employment Policy for Tanzania of 1999 is to introduce guidelines ethos and practices which guide the transformation of the Public Service of Tanzania to a highly performing and dynamic meritocracy. The nation realised that HRIS is a tool that can be used to attain this main goal/objective of the policy. As a result, the government through all ministries, departments and agencies decided to adopt and use IT to process information regarding its human resources.

Conversely, Manueli, Latu and Koh, (2007) criticize TAM for not taking into account the effects of personal control factors on individual behaviour. In addition, Anckar *et al.,* (2003), criticized the TAM by to the fact that it ignores other factors like competency, experience and voluntariness which are of key importance in Information and technology usefulness. This calls for other theories such that Theory of Reasoned Action, Technological Acceptance Model and Theory of Planned Behaviour (TPB) and Integrated Management Competency Model (IMCM).

2.7 Perception of HCMIS users on the system

Deleon and Mc Lean (1992) argued that positive attitudes or perception by the users of the system is derived through involving them on using the system. They went further by describing that an indication that information system has given a user a better understanding of the decision context can be detected when it has improved his or her decision making productivity, has produced a change in user activity or has changed the decision makers' perception of the importance or usefulness of the information system.

Moreover, positive or negative attitude of the users can be obtained through the impact created by HCMIS on the business process; these include HR planning, Salary Advance, Employee Benefits, Industrial Relations, Assessment and Training Needs and Recruitment and Performance Management (Hussain *et al.*, 2007).

Figure 2.2 Perception of HCMIS users on the system
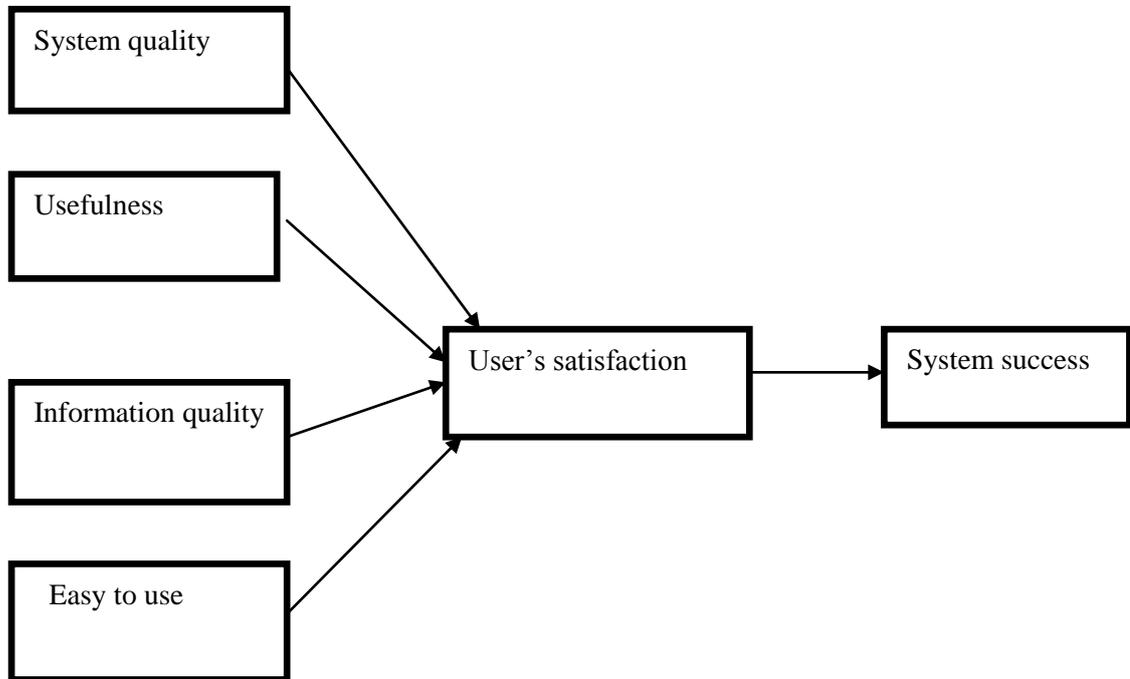
Source: Modified from McLeod and Schell (2007)

2.8 Empirical Literature Review

This part of the study reviews various empirical literatures by other researchers which are related or have a relation and contribution to Human Capital Management Information System in organizations. The study conducted by Magenda (2011) on 'An Investigation of Problems Facing Application of HRIS at Institute of Judicial Administration (IJA), Lushoto' found that the introduction of web-based technologies meant all problems linking to the sharing of data and processes over a network could be controlled by means of the universal set of technology tools. This meant that anyone in the organization with access to a personal computer and an internet connection could have used self-service tools that supported line managers and employees to access, update records and processes that, so far had been the preserve of the human resources function. Despite the implementation HRIS application in many organizations there were still a problem experienced concerning the effectiveness of the application.

Paul (2011) on the study 'Availability, Access and Use of the Computerized Human Resources Information System in Public Organization In Tanzania the case of Public Pension Fund Headquarters' found that originally the systems was used by organization to maintain personnel records, produce pay slips, pay roll reports and analyze the use in the organizations. Through (ICT) many Organizations have gone beyond traditional functions and have adopted and developed CHRMIS to supports function such as recruitment, selection and placement, employee benefit analysis, performance management, health, safety, training and development and security. Many organizations in Tanzania still use the traditional paper based method of HRIS that have some draw backs despite serving their purpose. These traditional HRIS cause delays, have small storage capacity, they are less flexible and in most cases unreliable. With this system it becomes difficult.

Kalikawe (2010) on the 'Assessment on the Effectiveness of Human Resources Information System in Parastatal Organization in Tanzania' explored the views, experiences and concerns of the managers in relation to the use of Information Systems and their role and responsibilities. The study revealed that one of the key reasons of low use of information system is because of poor interaction of people and technology. It was true the way middle and senior Managers used the system differed greatly. Middle Managers monitored the work of the people they supervised and analyzed and created information through the system.

Senior Managers tend to make less use of the systems and trusted upon their major junior colleagues to supply them with paper based summary. This tendency seemed to work contrary to Information System objectives. Senior manager confessed to lack skills but claimed that in any case, the systems did not contain information in a suitable form. However senior and less senior managers, implied somehow it was not part of the manager's role to use information technology but definitely for some senior managers it looked almost a measure of status that command human processing power, in the form of middle management.

On the other hand, Mwanyika (2009) conducted a study on 'Assessment of the Role and Performance of HRIS'. The study revealed the administrative and strategic importance of HRIS. Ultimately the goal of both administrative and strategic use was to increase organizational worth. Efficiency of HRIS and administrative effectiveness of any organization can be reached through strategic placement of the Information provided by HRIS. In day to day activities of the organization administrative HRIS is very appropriate and usually it is in the form of records that hold employee's information. Administrative human resource is more efficient when it is used with IT because HR professionals are able to handle large amount of information efficiently and effectively. Compared to administrative HRIS it is more difficult to explain and measure because there is no way to be sure that the benefits are direct result of strategic positioning of HRIS. Strategic HRIS consists of tools to assist in decision making. Taking an example, strategic HRIS may include those associated with recruitment and retaining employees.

2.9 Literature from other studies

Studies show that HCMIS applications in human resource functions helps in reaching primarily three objectives (Broderick and Boudreau, 1992). It includes cost reduction or efficiency gains, client service improvement or facilitating management and employees and improving the strategic orientation of HRM (Ruël *et al.,* 2004). However fourth dimension was added to allow integration of HR functions. These could be set as HCMIS goals and taken as the basic reasons for adoption of HCMIS in any organization. Over the past decades, there have been a number of researches on HCMIS.

Many of these studies focused on the type of applications that lead in HCMIS the situations and conditions necessary for the successful implementation of HCMIS (Haines and Petit, 1997). The study conducted by Martinsons (1994) explained HCMIS for administrative purpose such as payroll, promotion, employee record keeping and payroll benefits on the side of HR. However they concluded that HCMIS has commonly used for HR activities such as administrative tasks,

Automation, process automation, deletion of repetitive jobs, cost, time reduction, and efficiency gains.

It was also revealed that HCMIS play great roles in training and development, HR planning, recruitment and selection and performance appraisal (Martinsons, 1994).

Other study by Marler (2009) revealed that the system ensures removal of data duplication, timelessness in data availability, and improvement of HR functions by assisting in employee service development. The discovery of web based HCMIS has stimulated a shifts of HR functions to line managers and employees through self-service technology. Therefore time wasted on basic administrative tasks now can be spent on strategic issues and implementation of progressive new plans of any organization. Kossek *et.,al* (1994) argue that the use of HCMIS allows HR professionals to assist employees design their training and development and career plan. Integration of HCMIS with other information along with applications of HCMIS in implementing HR policies and practices that support business strategy of organization makes use of HRIS

2.10 Conceptual Framework

This conceptual framework is comprised of two different variables namely Independent variable and the dependent one. For the dependant variable to work effectively they must be an independent variable to support the intended objective to be acquired. The conceptual framework of this study is based on how human resource functions and practices such as employee's promotion, termination, personal information change, human resource planning as well as training and development are the dependant variable to Human Capital Management Information System which acts as a control tool for such human resource information and practices.

Therefore, for the human resource functions and practices to be managed effectively there must be a well designed human resource information control instrument (HCMIS) which could enhance human resource activities to be exercised at the required standards. For the HCMIS to function well it should be supported with adequate office equipments like computers availability, available network, data

backups, proper designed programmes anti - viruses and full available power/electricity supply as well as competent human resource personnel who are provided with skills, knowledge and proper security access to operate the system. The system is also integrated with National Information, Communication and Technology (ICT) policy of 2003 for managing Human resource information to all government offices in Tanzania including the LGAs.

Figure 2.3 Conceptual framework

Independent variables   Dependent variables

```
┌─────────────────────┐
│ User's perceptions  │
│                     │
│   • Positive        │
│   • Negative        │
└─────────────────────┘

┌─────────────────────┐                    ┌──────────────────────┐
│ HCMIS challenges    │                    │ Hr information and   │
│                     │                    │ Practices            │
│ -Network failure    │                    │                      │
│ -Man power skills   │                    │   • Promotion        │
│ -Human Behavior     │                    │     within vote      │
│ -Expertise          │                    │   • Terminate        │
│ -Inadequate Power   │                    │   • Personal         │
│   Supply            │                    │     information      │
└─────────────────────┘                    │     change           │
                                           │   • Hr planning      │
┌─────────────────────┐                    │     Training and     │
│ Policies that govern│                    │     development      │
│ HCMIS               │                    └──────────────────────┘
│                     │
│   • National ICT    │
│     Policy          │
│                     │
└─────────────────────┘
```
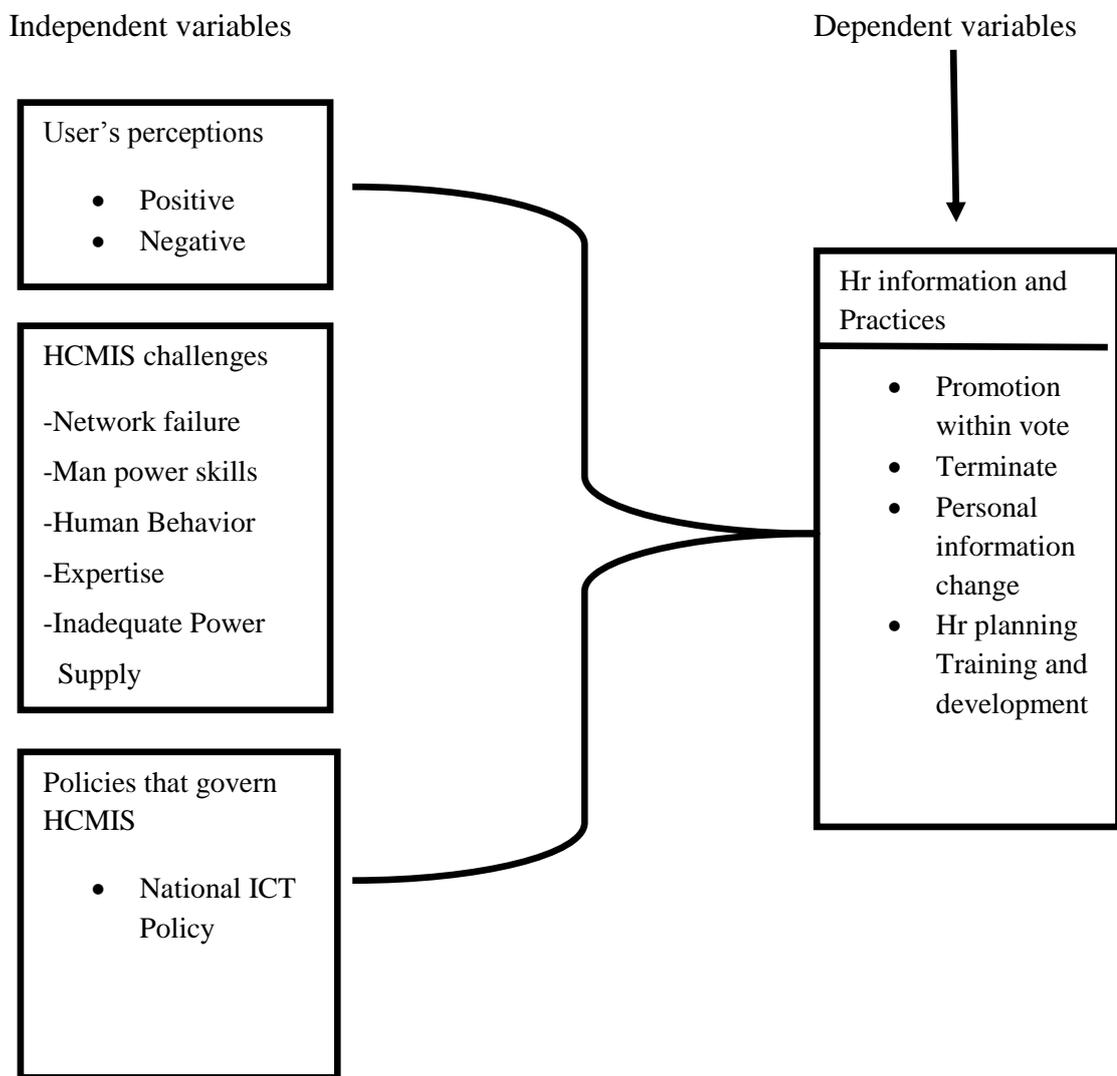
Source: Field data, 2018

2.11 Research gap

From different literatures reviewed it has been revealed that most of the prior studies based on Challenges of Human Capital Management Information System (Lawson version, 9) in LGAs, Human Resource Information System and Decision Making in Organization, effectiveness availability and uses of human resource systems and Efficiency of Human Resource Information System in achieving Institutional goals in Higher Learning Institutions are the most focused issues in previous studies. The review has shown that nothing was reported on Implementation of Human Capital Management Information System (HCMIS) as a control tool of HR information and practices in Local Government Authorities. For example, Kalikawe (2010) conducted a study on the 'Assessment on the Effectiveness of Human Resources Information System in Parastatal Organization in Tanzania' explored the views, experiences and concerns of the managers in relation to the use of Information Systems and their role and responsibilities, Mwanyika (2009) conducted a study on 'Assessment of the Role and Performance of HRIS', **and** Martinsons (1994) on his study presented HCMIS for administrative purpose such as payroll, promotion, employee record keeping and payroll benefits on the side of HR. This study therefore, is intended to fill this gap of knowledge by exploring the implementation of Human Capital Management Information System as a control tool of human resource information and human resource practices in LGA's, specifically focusing at examining how Human Capital Management Information System operates in Moshi District Council, establish the perception of Human Capital Management Information System users on the use of the system at Moshi District Council and the challenges associated with the proper functioning of the system, **and** recommend on key strategies that can be used to offset the challenges which constrains the proper functioning of the system in addressing human resource information and human resource practices at Moshi District Council

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the methodological approach which was used in the study. It consists of the research design, study area, population of the study, sample size and sampling procedures, data collection instruments and analysis techniques.

3.1 Research design

During the study the researcher used case study design which focused on finding extensive information and provides answers to the question of Human Capital Management Information System being a tool for human resource information and practices in LGAs. Case study design permitted the researcher to be familiar with the phenomenon hence the information was effectively collected. Wiersma and Jurs (2009) commented that the case study design allows the flexibility of data collection methods and techniques from a variety of sources within a short period of time with minimal financial implications to suit the study.

3.2 Area of study

The study was conducted at Moshi District Council (MDC) in Kilimanjaro Region. The region is located at southern part of Tanzania and was established in January, 1984 by provisions of section 8 and 9 of the Local Government (District Authorities) Act 1982. Moshi District Council is led by the Full Council under the leadership of the Chairperson of the council. 1.6.1 District council location and its boundaries Moshi District Council lies between laltitude 2^0 -30$^{'}$ – 50 south of Equator and longitude37^0 to 38^0 East of Greenwich. The District is bounded by the Republic of Kenya to the North with the Majestic Mt. Kilimanjaro, Hai District to the West, Simanjiro District to the South, Rombo District to the East and Mwanga District to the South East.

3.3 Study Area

The district has an area of 1,713 square kilometers or 171,300Ha of which square kilometer 124,254Ha is arable land, while 338.125Ha is land covered by forest and 8920Ha is non –arable covered by rocks, hills and gullies.

The district population according to 2002 census is 401,369 out of this 192,238 are males and 209,131 are females. The population is growing at the rate of 1.1 per year. In the year 2011 it is estimated to be 469,593 out of these 228,082 are males and 241,511 females. The population density is 234.3 people per square kilometers, which is a sign of densely populated especially in the upper and middle part of the district.

The human economic activities in the area are mainly agriculture, trade and tourism. The area was selected because it is one of the public organizations   in which the study could obtain reliable data on the implementation of Human Capital Management Information System as a control tool of Human resource information and practices.

Figure 3.1 Moshi District Council map
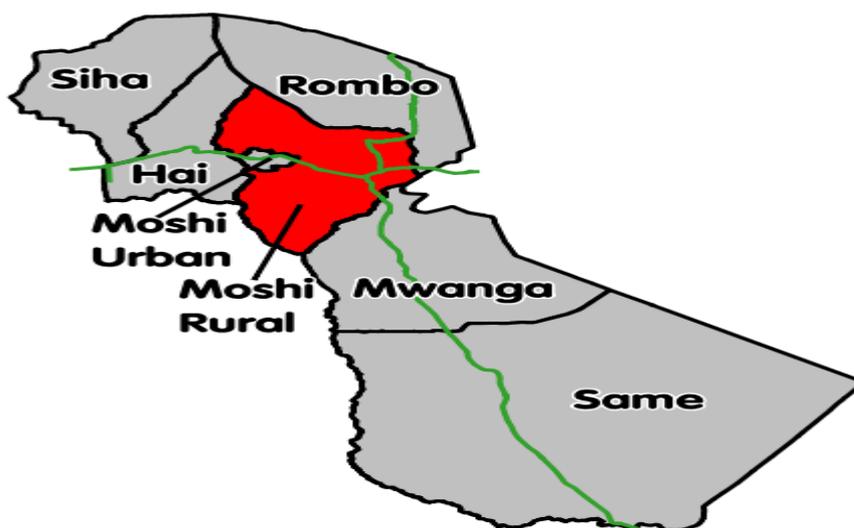
Source: Moshi District Council, (2017)

3.4 Population of Study

The study population is referred to the total number of respondents that the researcher requires to get information (Kumar, 1999). Population of study constituted Moshi District Council employees in different categories such as District Executive Director, Heads of departments, Heads of Section, Human Resource Officers from Administrative department and other auxiliary staff from Moshi District Council as presented in Table 3.1.

Table 3.1 Population of study

S/n	Categories of respondents	Total population
1	District Executive Director	1
2	Heads of Departments	13
3	Heads of section	6
4	Human Resource Officers from Administration Departments	4
5	Other Staff from MDC	2266
	Total	**2290**

Source: Field Data (2018)

3.5 Sampling techniques and sample size

In this study the researcher used both probability and non-probability technique which involves simple random sampling and judgmental/purposive sampling. The researcher decided to use both probability and non-probability so as to avoid any weakness that will be resulted from using only one sampling technique as well as obtaining reliable data.

3.5.1 Purposive sampling technique

Purposive Sampling is a sampling technique which is under a non probability sampling approach with the intention of getting information from the respondents by considering their job position and the number of the employee in the Top Management (Milanzi, 2009).

In this study, purposive sampling technique was used to select Council Management unit which comprises of the DED, HODs, HOS and HR officers for the investigation. The purposive sampling was used intentionally due to its suitability in ensuring that the key actors of Moshi District Council are included in the sample taking into account their job positions and the number they constitute. For example during the

research study, purposive sampling involved officials of high position and with the required experience and who provided the needed information by the researcher (Patton, 2002).

The researcher believed that purposive sampling techniques is a typical representatives of the population being that the case it enabled the researcher to collect the information that will not be easy collected from other population.

3.5.2 Simple random sampling technique

The researcher used simple random sampling technique because it provided more and equal chance for the respondents to be selected. In this study out of 2266 employees 165 employees were selected by using simple random sampling.

3.5.3 Sample size

The sample size that was selected from the population of the study is 165. The sample selected randomly from the council population. DED, HOD`s, HOS`s, HRO`s and other staff.

Table 3.2 Sample Size Description

S/N	Distribution of respondents	Population	Sample size	Percentage
1	District Executive Director	1	1	100
2	Heads of Departments	13	13	100
3	Heads of Sections	6	3	50
4	Human Resource Officers from Administration Department	3	3	100
5	Other Staff from MDC	2266	145	6
	TOTAL	2290	165	7.2

Source: Researchers Construct (2018)

3.6 Data Collection Methods

During the study data was collected from various sources and included both Primary and Secondary Data. The main approach used for the study was a qualitative approach, which helped in the collection of primary data and get better understanding of the Implementation of Human Capital Management Information System in Moshi district Council as a control tool for human resource information and practices. This

is due to the fact that the study aimed at   understanding the employee's altitudes and the perception on the system.

3.6.1 Primary data collection:

The primary data was obtained through the use of interview and observation

3.6.2 Interview

Interview is refereed as the participatory data gathering method which is used in the social science research. This method of data collection involves the argument among the interviewer and the interviewed whereby the interviewer is asking the questions and the interviewed answers the questions asked in positively. The interviewed respondents are chosen by the researcher purposefully. When the data are collected by using an interview the sittings are normally directed with the interview guide as it is observed in appendix I. The interviews contain both open ended and closed ended questions which provide the respondents with an opportunity to express themselves generously concerning the study. In interview, the researcher involved the District Executive Director of MDC, Head of Departments and Sections, Information and technology Officers, Legal Officer, Accountants and other sampled respondents from Moshi District Council.

Interviews were used in data collection whereby employees from different sections were interviewed in order to get their understanding, and experience on the use of HCMIS.

3.6.3 Observation (actual behaviour)

This includes gathering of data through physical and checkups of the activities or process. During the research observation was done through personal observation in office, departments, sections and operational office visiting in order to observe different challenges when implementing the use of HCMIS. The researcher while collecting data was able to observe how Human Capital Management Information System operate through the system users when exercising different human resource functions and when they were looking for employees information on promotion within vote,

3.7 Secondary Data Source

Secondary data includes the information that has been already collected and analyzed by different scholars. The secondary data in this study were obtained from various documents such as books, journals, articles and different reports such as Human resource manuals, internet search and employees files that were related with the study and the different research reports. The sources of secondary data are of significance approach in increasing consistency and soundness of the findings and respondent's awareness.

3.8 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.

In this study the researcher adopted content analysis as the method of analyzing data. Content analysis uses qualitative measure of frequency of appearance of particular element in the text. That is number of times and context it appears. This is used as a measure of significance of the particular idea Jupp (2006).

Because the research data was recorded by the use of tape recorder, the researcher had to carefully transcribe them. Transcription involved careful listening and re-listening and summarizing in writing. It is from the summarized texts logical interpretations were drawn based on issues which were rose by the study. In some cases themes were developed from the texts made and tabulated to generate simple frequencies.

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.

3.9 Validity and Reliability of data

A validity test was administered by the supervisor, some experts in the area and some respondents. This was done to ensure that the information was correct (Yin 2003). The purpose of pretesting the research tools or instruments was to ensure they are clearly understood by the respondents so that they would give relevant insights. Moreover, the reliability of information was confirmed through the collection of multiple sources of data. The use of in-depth interviews, semi-structured interviews, observation and documentary review ensured the quality of the results. Therefore, analyzing data from various sources provided reliable information and conclusions

3.10 Ethical Considerations

Resnik (2015) advocates adhering to acceptable behaviour in research. Ethical issues in research encompass a set of mores and values which the researcher must be careful not to violate (Resnik, 2015). Human behaviour and the processes that mediate it has normally been the subject for discussion by social scientists. According to Crano & Brewer (2002), there is imminent conflict between scientific interests and values regarding the right of individuals to privacy and self-determination. In view of this, the American Psychological Association's Committee on Ethical Standards, and the President's Panel on Privacy and Behavioral Research continually stress that the recruitment of participants for research should be on the basis of 'informed consent' which implies voluntary participation in research with the volunteer's full knowledge of what participation will involve (Crano & Brewer, 2002:344).

This study stringently adhered to research ethical issues as required. Permission was sought from relevant authorities to conduct the study in the earmarked areas. This entailed writing research permission request letters to the respective regions to which selected councils belonged. Thus the councils were informed of the study by the regional authorities taking into consideration administrative protocols. Furthermore, informed consent was solicited from individual participants. Thus the respondents were full informed about what the study was about before being requested to participate. Those who did not wish to participate were not compelled to do so. In

addition, confidentiality of respondents together with their responses was guaranteed throughout the research processes. This was ensured by requiring them not to disclose their names or any proximal identity, and by closely managing and keeping the filled-in questionnaires and interview responses in a secure place.

CHAPTER FOUR

PRESENTATION OF THE RESEARCH FINDINGS

4.1 Introduction

The main purpose of this study was to explore the implementation of Human Capital Management Information System as a control tool of human resource information and practices in Moshi District Council. This chapter presents the findings of the study concerning Implementation of Human Capital Management Information System as a control tool of human resource information and practices in LGA's after analyzing the data obtained through comprehensively interview, observations and the documentary review. All the information revealed by respondents during interviews was presented. Respondent's background information in terms of their age, gender, marital status and education status excluded in this study as were seen not useful with regard to the nature of the study. The discussion was based on the research objectives which were to explore how Human Capital Management Information System operates, examine the perceptions of Human Capital Management Information System users, and examine the challenges of Human Capital Management Information System in addressing Human Resource information and practices.

4.2 The operation of Human Capital Management Information System

The first consideration in this study was to explore the operation of Human Capital Management Information System in Moshi District Council. The findings show that when the respondents were asked on the operation of Human Capital Management Information System they revealed different opinions regarding how it operates.

During an interview with the District Human Resource Officer had this to say;

> "Human Capital Management Information System was formulated by considering government laws, rules and regulations of the Public Sector in general. HCMIS is restricted to Human Resource Officers and the Administrative Officers who have been provided with the "proper security access" after they have undergone and qualify the HCMIS course. The system is web based therefore it enhances employers to exercise their functions anywhere. The system is devoted to several authorities in the public organizations including the Employers in the Local Government Authorities. For the successful

35

operation of the HCMIS employers in the Public organizations are obliged to train users of the system often so that they can cope with the social and technological changes which occur at the Employers level. Every employer is the custodian and has the responsibility of making sure that public servants information is accurately entered into the system as per the requirement of personal information changes and as stated in the Public Service Act No.8 of 2002."

The respondent proceeded;

"Other key actors in the operation of HCMIS are the HCMIS Database, Treasury and other stakeholders. Treasury Office plays the role of payroll processing and report printing by using HCMIS. Other Stakeholder of HCMIS have the responsibilities of dealing with the operation of pay list of employees, payslip, banking, budget, Human resource report, pension, and health insurance (HI). The President's Office, Public Service Management and Good Governance, is responsible for attesting information which qualifies and abides with government laws, rules and regulation. The office also disqualifies to the Employer where ratification are required...."

Figure 4.1: How HCMIS Operates.
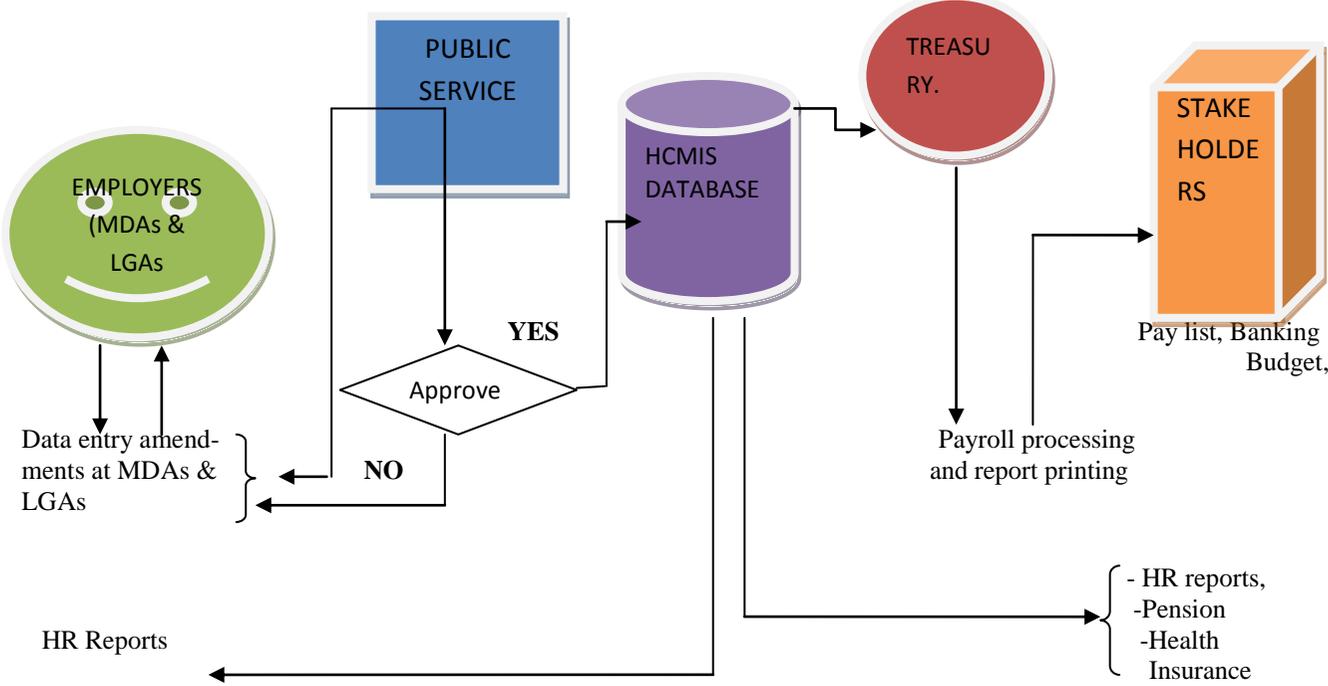
Source: Adapted from HCMIS Manual (2018

4.3 Perception of users towards Human Capital Management Information System at MDC

The findings show that respondents had diverse perceptions towards the whole system of HCMIS. Both top management and other staff including teachers, nurses at MDC had negative and positive perception towards the system 70% of respondents had positive perception towards the system where they revealed that the system offered more effective plan, control and managed all HR costs. It was further perceived to have achieved improved efficiency and quality in HR decision making and improved employees and managerial productivity and effectiveness. In other way the system increased efficiency when it came to decision making in HR activities. The remaining 30% of the respondents had negative perceptions towards HCMIS and they believed that the system was not working properly since at MDC there was poor logistics and supply, unreliable internet network, low storage capacity and speed of computers, lack of data backup and anti-virus usage, lack of office equipment, low computer accessories availability, and frequent power interruptions. During interview, one of the HR officers had the following observation:

> "The system helps a lot on HR functions, these increase efficiency and effectiveness on job performance since all important HR function are performed there, despite of facing different challenges on accessing the system for example when entering the employees' information the system might not respond on time these create delay on offering service but we still appreciate the system since it reduces workload in the office..."

One of the respondents from the department of finance and account when asked how she perceived Human Capital Management Information System had this to say:

> "…Sometimes when there is no network and internet it creates delay on job accomplishment, for example during employee's promotion or employee re-categorization many criticized it as they were not promoted on time because of unlimited network..."

4.3.1 Human Capital Management Information System on Human Resource Planning

The study found that the future need of the organization is determined through Human resource planning this is done through the balance between forecast supply and demand. 90% of the respondents at MDC revealed that the use of HCMIS had increased efficiency in HR activities since the system controls the administration of Human resource activities, for example on assessing the organization needs, deciding the gaps which needs to be covered through recruitment and selection, preparing plans for obtaining new employees from within or outside the organization. 10% of the respondents were not aware of the system especially on how it plays its role on human resource planning.

When District Executive Director was interviewed, she said;

> "...As we know, the central part of human resource fall under recruitment, budgetary control and compensation. Human resource planning under HRIS has become very potential since the organization when forecast its demand and supply for future benefit rely on the system as we know the balance between demands and supply is what determine human resource planning..."

Another respondent commented that;

> "........ Human Capital Management Information System plays a very big role in the planning function. Through this system I was able to get the right number of the employees who perform the given task, with the right skills, in right time and at the right place…."

He also continued;

> "…….with the use of this HCMIS as HR I was able to prepare systematic training when I was assigned with my boss to do so. The system helped me with the accurate information of the employees to be trained so as to improve their knowledge, skills and altitude to perform their jobs more efficiently and effectively…..".

On the other hand, one of the respondents who was not aware of the role of HCMIS in human resource planning said:

> "……I do not know exactly the role of HCMIS in planning. I normally see my bosses taken for short courses somewhere in every year but I don't know where to start so that I can also be provided with the chance for training……"

4.3.2 Human Capital Management Information System on facilitation of promotion

On promotion facilitation 98% of respondents at MDC strongly support that Human Capital Management Information System play a very big role on ensuring the promotion process is conducted effectively. The system record individual employee data due to appraisal process, scores for each performance criteria which are potential for promotion and other information. To form a comprehensive overview of each employee the system becomes one of the easy and best methods on promoting a large number of workers in a short period of time. There is no neutrality towards the question but only 2% of respondent disagreed with the statement of human capital management information system on facilitation of employee's promotion. One of the HCMIS users had this to say;

> "…When there is on time promotion through the use of HCMIS system employee motivation is increased on job performance, there is a need of ensuring proper function of the system by controlling those challenges which hinder system operation. The use of system has increased the timeliness of decision made on employees promotion and workload to Hr activities since there is no many paperwork….as assurance of timely promotion increases the morale of employees towards the organization objectives also increase this implies that HCMIS has a valuable contribution to both individual success and organization performance…"

One of the respondents when was interviewed about the role of HCMIS in planning described;

> *"…....HCMIS using the Personnel Administration Module has helped me to effect change on employee data for one or more employees. For instance from what I was taught through the use of PA.52.1 form I can promote our employees from one job code to the other and we transfer*

our employees to the other votes. This module simplifies the process of obtaining employees information the system has been designed to accommodate all the required information…"

4.3.2.1 Factors for Delays on promotion activities

From the study findings, 165 respondents which equals to 100% of the total respondents revealed that the system is sometimes not stable; it sometimes became so down which affect the time scheduled for promotion of employees. During an interview one of the respondents pointed out lack of network and internet, low storage capacity, speed of computers and lack of data backup as among the factor that hindered the proper operation of the system. Many respondents' especially the secondary and primary school teachers were not comfortable with the whole system on promotion since it took a lot of time for them to be promoted

During interview with one of the HRO he revealed as follows;

> "…the thing that delays promotion is an approver, after conducting all the promotion process, we send it to the Ministry responsible to be approved. It takes time to be approved since the one responsible deal with a large group of workers, we did our job for 100%, on time, the delay is with the approver …"

The respondent further exposed;

> "…Sometimes network is a huge problem that hinders the process. There is a time we need to work over night when the system work effectively than the day time, the advantage of using the system in the night is the limited amount of users, the system is somewhat not busy"

The Human Resource Officer II added;

> "…We as HROs, we blame the poor network as the main challenge that hinder proper operation, sometimes, it may stop unexpectedly during operation…the higher the good quality of network the proper the function of the system. The system need to be improved as soon as possible so as to make sure the problem of network is reduced. It's not only on promotion, for example, it happened to me when I was dealing with one of our customers on loan deduction, what happened during the operation, the system stops unexpectedly, it resumed after two days, this is boring…"

4.3.3 Human Capital Management Information System in termination of Employees at MDC

Before the introduction of the HCMIS termination of employees' was always difficult, especially an immediate termination. With the use of HCMIS the system speeds up the process. When dealing with termination, for instance on removing of ghost workers from the payroll, deceased person or retired employees it really easy. For retired employees, from the employee's date of termination, a termination payment is calculated, the employee returns all property owned by the employer, and the employee's logical and physical access on the system is removed. Through interview with HRO I, a respondent commented;

> "...employee termination may either be voluntary termination which may be on employee part or on employer part (involuntary termination). What happened after following all termination stages during termination, employee's information on the system are removed immediately when it comes to the issue of termination rather than any other personnel action.…"

4.3.4 Human Capital Management Information System on facilitating change of Personnel/employees information.

Employee information can be changed at any time through the use of HCMIS system. When updating employee information all the necessary information that are required for change are entered into the system and then approved, the personal information change may either be on address changes, phone numbers, change in marital status, emergency contact, change in beneficiary, change in dependent or employment status.

From the findings, 74% which is equal to 125 employees revealed that the system facilitated quick changes and speed up work during information change while 26% argued that information change was hindered by system delay which was mostly caused by the network.

During an interview with one of the staff had this to say;

> "…HR as an employer needs to use employee information that is required for change along with any associated documentation to update employee information records. After that a copy will be kept

on record in the HR information system but an employee is required also to keep a copy of any changes and verify the changes that has been updated as requested for example when an employee is promoted…"

Another respondent who is the IT argued as follows;

"………when the system is not working properly it is difficult to update any employees information on time, it takes sometimes more than two weeks until the update of information is done since the system in the study area is not functioning properly Information update is very important because the necessary information are stored on employee file through the system and can be used to determine employee pay, termination, leave etc….."

4.3.5 Implementation of data cleaning exercise in the council

Implementation of data cleaning at MDC is done frequently so as to clear all incorrect or inaccurate data stored in database in order to provide a system with accurate data, this may be caused by user entry errors during data fillings. As DED asked why MDC is insisted to implement the data cleaning exercise frequently, she said;

"…it's our responsibility to make sure all stored data in the system are correct to provide genuine results whenever needed, such as employee's information. In case there is any undetected error during data entry through data cleaning it is possible for the error to be detected and modified. To ensure effectiveness of our work we do conduct a regular check up to have a system with a clear and accurate data…"

During an interview with HRO officer she said,

"…data cleaning exercise ensure availability of true and accurate information of employees, we frequently conduct this on system so as to ensure all data filled are correct, or in case there is any additional information concerning our employees such as promotions, termination, employees status etc…

4. 5 Challenges of HCMIS in addressing HR information and HR Practices

4.5.1 Related HR operational challenge to effective implementation of the system (HCMIS)

On the question of operational challenges which hinder effective implementation of HCMIS the respondents mentioned network failure, outdated programs, and inadequate knowledge in using the system as among the challenges that strongly hinder effective implementation. From the findings 58% which was equal to 95 respondents mentioned network failure during system operation as the leading challenge while, 18% believe outdated programs hinder effective implementation of the system. The remaining 24% mentioned lack of adequate knowledge of operating the system as challenges facing the system operators in the study area.

During interview with IT technician commented;

> "…for a single day they call more than six times or sometimes eight times. All that is because of network or system failure. I try my best to advice MDC if possible to change the old fashion computers and adopt the use of new advanced computer which may match with the speed of the system. Am 100% sure this will reduce operational challenge towards implementation of HCMIS…"

Another respondent from the finance department during interview said;

> "…we as employees do blame the network failure but sometimes system operator lacks enough knowledge on how to use the system, for example, I once went there with my loan form, for loan deduction through the system. What happened is that the HRO whom I found at the office showed incompetence in predicting loan deduction through the system. I think enough knowledge is needed to all responsible personnel on managing the system to ensure work efficiency…"

One of the HRO as a respondent during the interview commented;

> "It is difficult to operate the Human Capital Information System without technical knowhow. I feel uncomfortable when I am given a task to accomplish in the system while I do not know what to do exactly. It happened to me when I was exercising personnel emolument (PE) budgeting. I failed to work on it properly. You know why? The form which is used for the preparation of the personal

emolument (PE – Budget) was new to me. I have never come across it before. (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…."

4.5.2 Non-related HR operational challenge to effective implementation of the system (HCMIS)

From the findings it was found that most of local government authorities faced multiple non-operational challenges which hinder effective implementation of the system. The study shows what discourages the employees such a inadequate knowledge with regard to the system installation,   durability of the hardware or software e.g. low computer accessories availability, low storage capacity, speed of computers, lack of data backup, anti-virus usage and frequent power interruption. In connection to this, one respondent said:

"…….this frequent power cut affects our performance; we lack motivation because when you want to work there is no power. This increases the workload in our department. I think the management should have other internal alternatives to make sure that the office is equipped with power supply rather than waiting for TANESCO. In my opinion this will enable the effective implementation of the human resource information and practices at workplace…"

On interview with DHRO she reveled;

"…Procedures are not followed effectively during system installation, this in one way hinders the system operation before installation, it needs to protect the system before installation, prepare users with proper training so they can be aware with the system, get users involved back for security and build a regular review of the whole system in order to evaluate the efficiency of the system…"

Another staff argued as follows;

"…Lack of enough resources that may facilitate effective implementation of the system is one among the challenges at our work place. We lack enough resources such as computer and most of

them are less advanced, we still use an old fashion computer and some of them are not guaranteed to stay longer. System efficiency is well maintained when there is enough resource and resources which are more advanced…"

Another respondent from administration department commented on shortage of working tools such as sufficient computers in Human Resource Department which has been the concern although its implementation has not been prioritized. In this challenge he remarked;

"………We budgeted on computers procurement for two previous financial years but when it comes for 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 HR functions so how can we depend on only two computers".

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 is as if money is spent for nothing. I fail to understand why the management does not find it necessity. We are required to work on employees promotions, transfer, deductions, recruitments, changing the employees status, approving employees salaries as well as updating employees requires information within a limited time, so how could we afford it without enough computers for HCMIS?......."

4.6 Possible measures

The following offset the challenges which constrains the proper functioning of the HCMIS addressing human resource information and practices in the study area.

4.6.1 Improvement of working environment

One among the users of HCMIS suggested that the management should take into consideration the issue of working environment for the users of the system. In this opinion she said:

"……….the Council Management Team (CMT) should think of improving the working condition of the HCMIS users. This will make

them comfortable, increase their morale of work, commitment and hence quality social delivery".

The respondent continued;

> "Enough working tools such as computers and scanners availability, reliable power supply , data backup and anti-virus should be available for the system user to enable effective implementation of HCMIS in MDC'

Another respondent from HR department had this to suggest in the effective implementation of the HCMIS;

> *"Our Government may introduce incentive package to HCMIS users which will be included in the salary. This will increase their work moral and motivate them work heard without too much directives."*

4.6.2 Training and development

During the interview, one of the respondents from IT section remarked that;

> "We all know that public service has moved to the word of science and technology. To fight against HCMIS challenges training to the staff should not be avoided. Management should set budget for training program through MCD own source collection so as to provide at least a refresher course for HCMIS users as well as Information and technology officers. This will increase their skills, capabilities and competencies towards the use of HCMIS while at the same time enabling them to cope with the current government."

4.6.3 Improvement of network infrastructures

With regards to network infrastructure, one respondent who was the IT suggested that;

> "There should be improvement of the server of Ministry of State in the President's Office, Public Service Management and Good Governance should improve the server because the system we are using for managing employees information in MDC is connected with the PO – PSM server. Improvements should also be extended to the council's network infrastructures and TTCL infrastructures because we are depending on them to get network. These all will lay a very significant part towards effective implementation of HCMIS as a control tool for HR information and functions in our Council."

4.6.4 Increase of labour power

During the study one of the respondents from Internal Audit Unit suggested that:

> "MDC in collaboration with other key actors in the employment matters should increase the number of HCMIS uses in the district for effective quality service delivery. Employment procedurals should be followed by the employer to get enough man power especially the Human resource and IT officers. The Labour power that we have here in the Council especial in human resource officer's cadre is not enough to feel the need of the organization. More human resource is required for effective implementation of the system. Having all that will enhance the HRO and IT officers to execute their function comfortably without pressure of workload which on other side I believe it is the source of delays and human errors".

CHAPTER FIVE

ANALYSIS AND DISCUSSION OF THE FINDINGS

5.0 Introduction

This chapter discusses the findings obtained through interviews. The aim was to examine the implementation of HCMIS as a control tool of human resource information and human resource practices in LGA's.

5.1 The operation of Human Capital Management Information System

In this part the researcher was interested to know the way HCMIS operates in the study area. The respondents especially from the higher level made it clearly that Human Capital Management Information System functions by the consideration of the laws, rules and regulations established by the government to Public Sector in general. The discussion showed that the HCMIS uses internet technology (Web based) to enhance the implementation of different administrative functions including Human resource practices such as training and development, Human resource planning, termination of the employees therefore it enhances employers to exercise their functions anywhere.

The system is devoted to several authorities in the public organizations including the Employers in the Local Government Authorities. Moreover the findings shows that employers have the responsibility of training the users of the system so that they can be equipped with skills, knowledge and competencies in the operation of HCMIS to enable them suit in the environment of t social and technological changes. These all changes occur at the Employers level. Every employer is the guardian and has the responsibility of making sure that public servants information is accurately entered into the system as per the requirement of personal information changes. This responsibility is stated Public Service Act No.8 of 2002, section no. (6) (1) (b).

Other key actors in the operation of HCMIS, the HCMIS Database, were the Treasury and other stakeholders." the treasury office plays the role of payroll processing and report preting by using HCMIS. other stakeholder of HCMIS have the responsibilities of dealing with the operation of playlist of employees, payslip,

banking, budget, human resource report, pension, and health insurance (HI). The president's office, public service management and good governance, is responsible for attesting information which qualifies and abides with government laws, rules and regulation. The office also disqualifies to the employer where ratification are required."

5.1.1 Human Capital Management Information System on Human Resource Planning.

The study showed that the HRP is a vital process when forecasting the demand and supply of the employee in an organization when it's supported by HCMIS; the findings showed that the use of HCMIS increases the efficiency in Human Resource Planning, Paul .M (2011) findings supports the findings of this study, he revealed that the systems is used by an organization to maintain personnel records, produce pay slips, pay roll reports and analyze the use in the organizations. Through (ICT) many Organizations have gone beyond traditional functions and have adopted and developed CHRMIS to supports function such as hiring of job placement, recruitment, selection and, employee benefit analysis, performance management, health, safety, training and development, and security.

Having identify that, let's take a look on HCMIS when identifies vacant job positions accurately, This is in sync with the general consensus that HR information systems are very important in managing and controlling raw data and even information. Also, in a majority of organizations, the HCMIS analyses current job positions and the employees which are needed. In this manner, an HCMIS can identify workforce shortages, and thus supports the development of a recruitment plan.

Since the succession planning at Local Government Authorities is still a relatively new concept, it`s not noticed that managers would agree to the benefit rendered by the HCMIS. In fact, most managers felt that they themselves make better and faster decisions regarding successors, as related to an automated HCMIS. Once again, the data management capabilities of HCMIS are brought to the fore, as it was felt that an HRIS recognized specific key positions and minimized costs connected with succession planning.

5.1.2 Human Capital Management Information System on promotion

Findings from MDC shows that HCMIS is one of the important system when there a need to accomplish promotion exercise and this is evidenced with what have been explained by the respondents, however the system receive a lot of complains such as it doesn't work on time with some ambiguous words, a study conducted by Kalikawe (2010) agree with what have been obtained from MDC in one way and on the other way they contradict, when you read a study conducted by Kalikawe (2010) argued that HCMIS facilitate accomplishment of promotion but the systems did not contain information in a suitable form.

Ndaro, (2016) explain that HCMIS can easily be adopted to pinpoint the prospective staffs with master degrees to be promoted to assistant lecturers or with PhDs to associate Professors on time in most of the learning institution. The local government authorities fail to do that due to number of reasons such as ambiguous words from the system despite the fact that HCMIS was designed to facilitate more rapid decision making, planning and administration of HR due to the simplicity of data storage, updating, classification and analysis. Apart from that this system was designed so as to obtain cost minimization and productivity enhancement.

The other study conducted by Martinsons (1994) explained that HCMIS is very significant for administrative purpose such as payroll, promotion, employee record keeping, and payroll benefits on the side of HR. However they concluded that HCMIS has commonly used for HR activities such as administrative tasks, Automation, process automation, deletion of repetitive jobs, cost, time reduction, and efficiency gains.

5.1.3 Human Capital Management Information System on Termination

Retirement, resignation and deaths information of employees requires extraordinary consideration because the delays of these particular information's have the effects to government treasury to continue paying the employees who are already retired/dead. The schedule for the termination of the retired and the dead should be within reasonable time period so as to enhance efficiency and minimize the risk of misuse of the public fund, been aware of this MDC respondent`s reveal that this system has

become more and more helpful when it comes to termination, since the removal is done immediately after the confirmation is made towards the termination of any required employee for termination. HCMIS being helpful in termination can be supported with the incidence of ghost workers.

Receiving contradicted direction from our superior made the system to be seen more active, taking a case of terminating VEO in 2018 at MDC, HCMIS was very useful but after sometime we were supposed to return them in to payroll system with the help of the system it was more and more helpful because we return them within a short period of time and there was no any argument from employees.

Ndaro (2016) wanted to examine whether the system (HCMIS) is more competent in positions of immediate removal or termination of the deceased or retired employees. From the study from the study he found that the system is somehow fastening the removal of individuals (from payroll) immediately after the confirmation.

5.2 Perception of users towards Human Capital Management Information System at MDC

HCMIS system offer more control and manage all HR costs, effectively plan, achieve improved efficiency and quality in HR decision making; and improve employee and managerial productivity and effectiveness. These reduce workload on HR function since the entire job can be full filled on time, respondents reveal despite of facing many challenge still the system increase effectiveness and efficiency towards accomplishment of the HR function at MDC as presented by respondents. The system not working properly, lack of network and internet, lack of data backup and anti-virus usage, low storage capacity, poor logistics and supply and speed of computers, lack of office equipment, low computer accessories availability, and frequent power interruptions has been exposed as the main challenges which hinder effective functions of the HCMIS system.

5.2.1 Effective plan

Effective plans towards controlling the balance between forecast supply and demand through human resource planning are the major key role of HCMIS. It is true that effective plan to assess the organization needs, decides the gaps which need to be covered through recruitment and selection, prepare plans for obtaining new employees from within or outside the organization are facilitated effectively through the use of HCMIS. The findings shows that without having enough accessories or equipment such as computer, management of power interruptions, high storage and increase of computer speed may hinder an effective plan to be managed.

5.2.2 Control and manage all HR functions

HR function such as employee promotion, termination, recruitment and selection, training and development, leave/absence recording and salary administration are all conducted on the system. This reduces manual effort in recording data and calculating wages for employees with any possibility of errors by oversight/malpractice of human being.

5.2.3 Improve employee, managerial productivity and effectiveness

These was revealed by respondents as the end product of HCMIS towards its function were employee improvement on any matter relating to jobs such as promotion, managerial productivity since it reduce manual work that has to be done by HR, too much paper work. Availability of HCMIS system offer great work efficiency and effectiveness towards local authorities' goals. This was supported by Paul M, (2011) on the 'Availability Access, and Use of the Computerized Human Resources Information System in Public Organization in Tanzania the case of Public Pension Fund Headquarters' revealed that originally Organization used Information Systems to produce pay slips and pay roll reports, maintain personnel records and analyze the use in the organizations. Due to (ICT) many Organization have gone beyond these traditional functions and have developed and adopted CHRMIS which supports function such as recruitment, selection and hiring of job placement, performance management, employee benefit analysis, training and development,

health, safety and security. Despite of delays, small storage capacity, less flexibility and in most cases unreliable the systems become very important.

5.3 Challenges of HCMIS in addressing HR information and HR practices

The researcher found that operational and non-operational challenges are very common at MDC. During interviews with DED, HODs, HOS, HR and other staffs they mentioned network failure and internet, outdated programs, and adequate knowledge of using the system as the main operational challenges that hinder effective implementation. While lack of data backup, anti-virus usage, lack of office equipment for example low computer accessories availability, pretest of the system before installation, durability of the hardware or software and frequent power interruptions revealed as non-operational challenges facing the system.

5.3.1 Network failure and internet

The findings from MDC reveal the failure of network is highly hinder effective implementation HCMIS. This cause system failure when running its activities. The lower the edge of internet the lower the speed of network. Unstopped page, invalid link, delay when running are always displayed when the system is running, this highly reduce work efficiency and delay on full filling its duty.

In support to these findings the study by Kassam (2013) on the Challenges of Lawson, version 9, respondents informed that the network signals were weak, sometimes lack of network and there were poor network infrastructures in the council.

5.3.2 Outdated programs and absence of anti-virus usage

Delay on updating the program reduces computer speed when accessing internet, sometimes outdated program may turn into virus. At MDC it was found most of the computer programs are running out of date, no carefulness on ensuring all the programs are running on date. The use of old fashion computer with the use of an outdated programs are the one that hinder not only on HR officer but also other department. Un proper or no use of antivirus has increased a large number of virus into MDC computer something which destroy many computers.

5.3.3 Inadequate knowledge of using the system

The findings found that at the user of HCMIS system require level of skills possessed by employees to operate this, lack of this skills made employees to feel nervous and show discomfort system on how to use the system. This decrease in production or service and increase the dissatisfaction among the employees. System operator needs to practice the system more and more in order to increase their experience on serving the needs of the local authorities.

5.3.4 Lack of office equipment

Office equipment such as computer and its accessory in case there is damage is another challenge that hinders effective implementation of HCMIS at Moshi district council. It was revealed on interview availability of three computers at HR office which are not properly working hinder work efficiency since it happens one computer to be operated with three users. This create delay due to an increase workload which sometimes may need to be full filled on time such as promotion

5.3.5 Frequent power cuts

The findings show that there was a   regular power cut which affected the system; it caused some of unsaved data to be lost which increased the workload when the power was on. The power cuts increased delay on submission of such reports as those related to promotion, employee verification, and termination etc.

In correlation to other studies such as that of Behera K.M (2016) provides challenges of HCMIS in addressing HR function which includes, Infrastructure related challenges such as poor logistics and supply, lack of network and internet, low storage capacity and speed of computers, lack of data backup and anti-virus usage, lack of office equipment, low computer accessories availability, and frequent power interruptions.

Organizational and managerial trials such as lack of top management support and lack of dedication, failure to work as a team in organization with other departments, low stakeholders' enthusiasm, low motivation to use information technology, and poor attention to HRIS implementation and HR support process. However, Behera K.M (2016) suggests that it is highly essentials for the HR mangers to provide the necessary training to the user. A good vendor can help HR manager to solve this issue by providing the training to some of the key personnel and also provides the online help to the employees to learn the system.

CHAPTER SIX

SUMMARY, CONCLUSION, RECOMMENDATIONS AND POLICY IMPLICATIONS

6.0 Introduction

This chapter presents the summary, Conclusion, Recommendation and Policy Implication of the study.

6.1 Summary of findings

The study focused on the implementation of HCMIS in LGAs in Tanzania with a case of MDC. The study examined the implementation of HCMIS in LGAs. Research questions included how Human Capital Management Information System operates? What are the perceptions or attitude of Human Capital Management Information System users on the system? and what are the challenges of Human Capital Management Information System in addressing hr information and hr practices? From the findings, the study revealed that Moshi District Council HCMIS as a control tool of the human resource function and practices such as human resource planning, termination, employee information change, training and development and transfer.

From the findings it was revealed that MDC utilized HCMIS to high extent in collaboration with different stakeholders i.e. the PO – PSM and Treasury, different health insurance funds and social security funds. The operation of the system is normally done by the Human resource Department, through the trained Human Resource Officers who have been provided with the "proper security access in the implementation of human resource functions such as transfer, promotion within vote, promotion between votes, status change, salary change, termination, personal information change and bank information change.

Moreover, the study revealed that some employees had positive perception and others negative perception towards the HCMIS. It has been proved that the system was very helpful on executing different human resource functions. It was perceived to add value as far as the efficiency of HR functions is concerned. Notwithstanding

the efficiency which was accrued from the system, challenges were also impeding its.

The study findings showed that 70% of respondents had positive perception towards the system as it offered more effective plan, control and managed all HR costs. Also it improved efficiency and effectiveness in HR decision making, employees and managerial productivity. The remaining 30% of the respondents had negative perceptions towards HCMIS as they believed that the system was not working properly.

The study findings also listed a number challenges associated with the proper functioning of the system while addressing HR information and Practices. For example lack of enough resources to facilitate effective implementation of the system, poor logistics and supply, unreliable internet network, low storage capacity and speed of computers, lack of data backup and anti-virus usage, lack of office equipment, low computer accessories availability, frequent power interruptions, outdated programs and inadequate knowledge to the system users

6.2 Conclusion

It is concluded that HCMIS system have a greater contribution in work efficiency. Human Capital Management Information System facilitates quick implementation of human resource management functions such as human resource planning, promotion, termination, recruitment and selection, leave etc. Moreover, the system offer more effective planning, control and manage all HR costs, achieve improved efficiency and quality in HR decision making, improve employee and managerial productivity and effectiveness for the attainment of the organization goals.

Notwithstanding, the effectiveness and efficiency accrued, operational and non-operational challenges hand capped implementation of HCMIS at MDC. Network failure and internet, outdated programs, and adequate knowledge of using the system as the main operational challenges that hinder effective implementation. While lack of data backup, anti-virus usage, lack of office equipment for example low computer accessories availability, pretest of the system before installation, durability of the

hardware or software and frequent power interruptions revealed as non-operational challenges facing the system and hinder effective implementation of HCMIS.

6.3 Recommendation

Based on the findings of the study, the recommendation is as follows:

- The government and other stakeholders should introduce a special course in management of HCMIS especially in universities where management course are core or non-core to help the candidates become aware of the system installation and functions.

- MDC should conduct trainings programs on how to use information systems to improve their performance. This will increase user awareness towards the use of HCMIS.

- The key user department of HCMIS including HRs and DED should be well evaluated and devoted to employees concerns especially on the issue of management of information as they are the key operators of the system. It is from the fact that if they are not committed to work can affect the employees' status either negatively or positively.

- The system should be updated on time so as to enhance efficiency, since the system is nowadays been decentralized to the LGAs and hence full autonomy should be arranged to these LGAs over the functionalities of the system.

- The public service should take into action all complaints of the local government authorities towards the system and make useful contemplations on the requests of the LGAs timely in the effective manner so as to improve efficiency of service delivery to the citizens.

6.4 Areas for further study

This research was based on a single type of a case study. As it is known that there is inherent problem of generalizability in using a case study, other researchers are therefore called forth to undertake similar studies using more than one case for comparability reasons. Moreover, other types of research design such as survey design are also called forth to enhance generalization.

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APPENDICES

APPENDIX I: CONSENT NOTE.

I, **Annasarah Methuen Chinyuka**, a student from Mzumbe University – Morogoro current pursuing Masters Degree of Science in Human Resource Management, as part of my Masters dissertation I am conducting a research which aims at finding out the *Implementation of Human Capital Management Information System as a control tool of human resource information and practices at Moshi District Council.*

This research is purely for academic purpose. All the information provided in this study will be kept confidentially therefore; I would be very much appreciative if I receive a positive reaction when responding to the interview. Your truth is highly needed for the achievement of this research.

Thank you for your valuable time and corporation in this study

Annasarah Mathuen Chinyuka

…………………………..

Student and a researcher

APPENDIX II

INTERVIEW GUIDE FOR SYSTEM USERS

1. How Human Capital Management Information System at your council facilitate promotion?
2. What hinder promotion action to be conducted on time?
3. How does Human Capital Management Information System assist you in Human Resource Planning?
4. Why your council experience a shortage of staff while you have a system which can assist you in Human Resource Planning?
5. How Human Capital Management Information System aid you in termination of Employees at your council?
6. Does Human Capital Management Information System facilitate change of Personnel/employees information change? Then, why your organization is insisted to implement a data cleaning exercise frequently?
7. What are the HR related operational challenges to effective implementation of the system (HCMIS)?
8. What are the non-related HR operational challenges to effective implementation of the system (HCMIS)?
9. What are your perceptions towards the system (HCMIS)?
10. How reliable is your office at Moshi District Council support HCMIS?

APPENDIX III

INTERVIEW GUIDE FOR TOP MANAGEMENT

1. How does Human Capital Management Information System assist you in Human Resource Planning?

2. Why your council experience a shortage of staff while you have a system which can assist you in Human Resource Planning?

3. Does Human Capital Management Information System facilitate change of Personnel/employees information change? Then, why your organization is insisted to implement a data cleaning exercise frequently?

4. What are the HR related operational challenges to effective implementation of the system (HCMIS)?

5. What are your perceptions towards the system (HCMIS)?

6. If negative explain the reasons

7. If positive suggest how to improve the system

8. How reliable is your office at Moshi District Council support HCMIS?

APPENDIX IV

INTERVIEW GUIDE FOR AUXILIARY STAFF

1. Have you ever heard about Human Capital Management Information System? (Lawson)

2. What are your perceptions towards Human Capital Management Information System? (Lawson)

3. How Human Capital Management Information System at your council facilitate promotion?

4. Does Human Capital Management Information System facilitate change of Personnel/employees information change?

MOSHI DISTRICT COUNCIL ORGANIZATION CHART

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                              │    FULL COUNCIL      │
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                              │  DISTRICT EXECUTIVE DIRECTOR │
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LEGAL	INTERNAL AUDIT	INFORMATION, COMMUNICATION, TECHNOLOGY AND RELATIONS	PROCUREMENT	ELECTION	BEEKEEPING

HUMAN RESOURCES ADMIN	PLANNING AND STATISTICS	HEALTH	FINANCE AND TRADE	PRIMARY EDUCATION	SECONDARY EDUCATION	WATER	AGRICULTURE, IRRIGATION AND COOPERATIVES	LIVESTOCK AND FISHING	LAND AND NATURAL RESOURCES	COMMUNITY DEV & SOCIAL WALFARE	WORKS AND FIRE	ENVIRONMENT AND HEALTH