

**FACTORS INFLUENCING SUCCESSFUL IMPLEMENTATION OF  
HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM IN  
LOCAL GOVERNMENT AUTHORITIES IN TANZANIA:**

**A CASE OF MPANDA DISTRICT COUNCIL**

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**SAMSON Z. MEDDA**

**A Dissertation Submitted in Partial/ Fulfillment of the Requirements for the  
Degree of Master of Science in Human Resource Management of Mzumbe  
University,**

**2018**

**CERTIFICATION**

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, dissertation entitled *"Factors influencing successful implementation of human resource management information system in Local Government Authorities in Tanzania: A case study of Mpanda District Council"* in partial fulfilment of the requirement for award of the degree of Master of Science in Human Resource Management (MSc. HRM) of Mzumbe University.

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## **DECLARATION**

I, Samson Zakaria Medda, declare that this dissertation is my own original work and that has not been presented and will not be presented to any other University for a similar or any other degree award.

**Signature**-----

**Date**-----

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## **DEDICATION**

This dissertation is dedicated to my lovely children Dorice, Aidan and Davis. I have dedicated this work to you and hope it will inspire you to work hard and achieve success in your educational endeavours and careers, so that you can brighten your future and make a significant contribution to our growing nation.

## **ABBREVIATIONS**

E-Government	–	Electronic Government
HCMIS	–	Human Capital Management Information system
HR	–	Human Resource
HRM	–	Human Resource Management
ICT	–	Information and Communication Technology
IT	–	Information Technology
Lawson V.9	–	Lawson Version Nine
LGAs	–	Local Government Authorities
MDAs	–	Ministries, Departments, and Agencies
MDC	–	Mpanda District Council
MIS	–	Management Information System
Msc. HRM	–	Master of Science in Human Resource Management
No.	–	Number
POPSM	–	President's Office - Public Service Management
PU	–	Perceived Usefulness
SPSS	–	Software Package for the Social Sciences
TAM	–	Technological Advanced Model
UN	–	United Nations
URT	–	United Republic of Tanzania
USA	–	United States of America
WB	–	World Bank

## **ABSTRACT**

Efforts have been made to implement e-government as strategy to improve the delivery of services in public service through installation of various systems like HRMIS, but the pace of its adoption is slow with several factors affecting it. This study aimed at identifying factors influencing successful implementation of human resource management information system in Local Government Authorities in Tanzania. It specifically aimed at exploring the way Human Resource Management Information System in Mpanda District Council is operating and to explore drivers for successful implementation and performance of HRMIS in local Government Authorities. A case study design was adopted. Primary data were obtained using both questionnaires and interviews from the sample size of 70 respondents. Content analysis was used together with descriptive statistics and the findings were presented in tables, figures and descriptions.

The findings revealed that successful implementation of HRMIS in local authorities in all aspects of improvements in identifying promotions to employees, improvement in recruitment process, impact on employee data and improvement on salary processing are highly determined by knowledge and skills on HRMIS among all stakeholders, top management support in form of incentivising HRMIS implementers and ensuring relevant planning and budgeting for HRMIS implementation, ICT infrastructures and the availability of fund for all HRMIS related issues namely training, maintenance and repair, and system update and Security. However, it was found that funds availability was the major influential factor since it cuts across other factors in such a way that if funds are made available all other factors can be improved and guarantee successful implementation of HRMIS in local authorities.

It was recommended that top management support should be emphasised in HRMIS implementation. Also, there is a great need to conduct timely system updates and repair in order to realise successful HRMIS implementation and reduce wastage of resources in replacing ICT infrastructures. The other recommendation was that, skills development especially for ICT technicians and HRMIS users should be given priority. This would increase capacity of staff on using the system and maintaining it.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter introduces the phenomena that need to be studied. It covers eight areas which are background of the problem, research problem followed by research questions, objectives of the study, justification of the study, limitations of the study, delimitation of the study, organisation of the dissertation and summary of the chapter.

#### **1.2 Background of the study**

The concept of Human Resource Management Information System (HRMIS) started to gain potency in 1950s. The concept came into existence after its introduction in General Electric Company in USA. Since then, the system has undergone some transformations acquiring various names such as Human Capital Management Information System (HCMIS), Computerised Human Resource Management Information System (CHRMIS) and the like.

According to Richards-Carpenter (2012), 40% of U.S. corporations had already integrated HRMIS by the end of 1980s. Rapid increase in using HRMIS all over the world is associated with rapid economic growth which cause mushroom organisation in public and private sector all over the world that paid much attention on the best way of managing the most valuable asset – human resource and hence winning competitive edge over other competitors (Kavanagh et al., 1990).

In Tanzania the idea of adopting Computerised Human Resource Management Information System in the government came into existence due to the Impacts of the Economic depression experienced in the late 1980s. During the time, The Government of Tanzania experienced poor performance in the civil service something that required deliberate measures to be undertaken to rescue the situation.

In responding to the situation, the government launched the so called Civil Service Reform Programme (CSRP) in 1991. The overall objective of the CSRP was to achieve a smaller, affordable, well compensated, efficiently and effectively performing civil service.

The programme was implemented in two phases which included restoration of the structural preconditions to support fiscal stabilization measures, including removing ghost workers from the payroll, retrenching staff where necessary, rationalizing the pay and grading system reinstating establishment of payroll controls, and institutional improvements. (World Bank report, 2002).

The rationale for incorporating HRMIS in the Civil Service Reform Program for the sake of attaining the targeted objective was inevitable. The philosophy that an organization whether public or private that invests in affordable HRIS, is assured of the full productivity of its workforce to use was a driver for these reforms (Rietsema, 2015).

The current situation with an increase in the number of public and private organizations, Human Resource section is now seen as a source of competitive advantage (Kavanagh et al., 1990). Therefore firms must have highly trained and skilled human capital to facilitate competition in the market. This will definitely be achieved through the use of human resource information systems. Therefore, when an organisation whether public or private invests in affordable HRIS, it directly becomes capable of dealing with its staff by looking at two of the primary components which are payroll and human resources. Beyond these computer software solutions, organizations also invest in human resource information system modules which help them put the full productivity of their workforce to use, including the varied experiences, talents, and skills of all staff within the enterprise (Rietsema, 2015). Therefore, HRIS is widely used all over the world as it facilitate efficiency and accuracy of data storage and access, speed of service delivery in both public and private sectors has gone up and data storage has been improved in most of the organisations which uses HRIS.

Since then the Government of Tanzania has been striving to ensure that all government institutions are successfully implementing HRMIS for attainment of the said advantages. Despite all these Government interventions on ensuring that HRMIS is effectively adopted and integrated, still the efficiency in management of Human Resources has not been well noticed as it was expected.

### **1.3 Research Problem**

Employing HRMIS is an assurance of the best performance in any Organization. The essence of it comes as it is believed that Human Resource is a source of other resources. Over the past 10 years, the Government of Tanzania experienced various challenges while ensuring effectiveness in management of Human Resource and Payroll operations. One of the challenges encountered was ineffective and obsolete HR and Payroll business processes that led to delays in effecting changes on various personnel actions including promotions, transfer, pay and exit from the payroll.

In response to these challenges, an integrated Human Resource and Payroll management system, known as Human Capital Management Information Systems (Lawson – Version 9) was installed as a tool for effective management of Human Resource Management and Payroll in the Public Service. It was expected that the system would curb all challenges related to Management of Human Resource Information.

Despite the existence of the system to Government Ministries, Departments and Agencies and later on Local Government Authorities, problems such as Ghost workers, Prolonged Employee Arrears, Ineffective Personnel Emoluments budget preparations, delay of employee promotions and transfers actions, unclean employees' data et cetera which are related to performance of HRMIS are persisting.

Since 2011 when the establishment and installation of the system in Local Government Authorities were accomplished, no comprehensive studies to identify factors related to the successful performance of HRMIS in local government authorities have been done and it is from this juncture where the rationale and the need to conduct a study dwell.

### **1.3.1 Research questions**

In order to gain deep understanding of the stated problem, the study was guided by the following questions:

- i. How does knowledge and skills on IT influence successful implementation of HRMIS in Local Government Authorities?
- ii. What are the roles of Top Management in ensuring successfully implementation of HRMIS?
- iii. How does the availability of IT infrastructure facilitates implementation of HRMIS in Local Government Authorities?
- iv. How does Fund availability facilitate effective implementation of HRMIS in Local Government Authorities?

### **1.4 Research Objectives**

#### **1.4.1 General Objective**

The general objective of this study was to explore factors influencing the successful implementation of HRMIS in Local Government Authorities in Tanzania.

#### **1.4.2 Specific Objectives**

- i. To examine whether knowledge and skills on IT has an influence over successful implementation of HRMIS in Local Government Authorities;
- ii. To investigate the role of Top Management Support on successful implementation of HRMIS;
- iii. To examine the influence of IT infrastructures in facilitating implementation of HRMIS in Local Authorities;
- iv. To test the impact of the availability of fund over effective implementation of HRMIS in Local Authorities.

### **1.5 Justification of the Study**

- a . The study enables actors at various levels; including the Presidents’ Office – Public Service Management and Local Government Authorities, to take initiatives towards improvement of Human Resource Management Information system.
- b . The findings of the study add to the bank of knowledge on the subject and help the scholars to further understand the interplay of the numerous factors affecting HRMIS implementation.
- c . The study is also very useful to the researcher as it is a partial fulfillment for Award of Master of Science Degree in Human Resource Management (MSc- HRM) of the Mzumbe University.

### **1.6 Limitations of the study**

The study was limited by time as it was required to be conducted and report be submitted before July 2018. Another limitation of the study was reluctance of some respondents to provide information relating to the study. Financial constraints also stood as a limitation of this study.

### **1.7 Delimitation of the Study**

In order to overcome time and fund limitations, the study confined itself to Mpanda District Council as a case study. The study focused on the way HRMIS is implemented in the said Council as a representative of the other Local Government Authorities and factors affecting its implementation in a successful manner. Case study design overcome time and fund limitations.

### **1.8 Organization of the dissertation**

This report is organized into five chapters. Chapter one presents the introduction of the proposal. Chapter two presents the review of various literatures related to the study for the sake of gaining familiarization of the problem to be studied. Chapter

three presents the methodology used by the study. Chapter four presents presentation of findings and discussion whereas chapter five presents summary, conclusion and recommendations.

### **1.9 Summary**

In a nutshell, the chapter covered background of the study which introduced the history of the problem to be investigated. The chapter also explained the need and rationale for conducting a research which is revealed in the statement of the problem part.

The chapter presented research objectives both general and specific ones. The proposal had developed research questions to guide the researcher in investigating the phenomena. The work also justified the relevance of conducting this study, the limitations of the study, delimitation of the study, organisation of the dissertation as well as the summary of what was already covered in the chapter.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter consists of seven sections; definitions of the key concepts, review of supporting theories or theoretical analysis whereby Technological Acceptance Model has been referred, Empirical Analysis of studies, conceptual framework, the underlying theory or assumptions, the elements or variables and summary of the chapter.

#### **2.2 Definition of the Concept**

Words can have several meanings depending on the content and context of their use. Therefore, they have to be properly defined so that the context in which they are used is clearly been understood. The following are some selected words that require meanings;

##### **2.2.1 Human Resource Management Information System**

It is a systematic way of storing data and information for each individual employee to aid planning; decision making and submitting of return and reports to the external agencies? Information is needed for internal control, feedback and corrective action and for statutory obligation (Bhattacharyya, 2010).

HRIS is utilised basically for the following four purposes, first for storing information and data for each individual employee for future reference, providing a basis for planning, organising, decision making, controlling and host of other human resources function, meeting daily transactional requirements such as marking present/ absent and granting leave and supplying data and submitting returns to government and other statutory agencies. Most of the organisations use HRIS (Human Resources Information System) for transaction application control (Bhattacharyya, 2010).

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

### **2.2.2 Concept of Human Resource Information System**

The terms Human Resource (HR) is widely used in organizations to represents human capital within a particular organization responsible for performing the tasks given to them in order to achieve goals and objectives of the organization (Bhattacharya, 2010). Human resources are the most valuable resources in any organization because they control all other resources.

HRIS is a computer data base system used for acquiring, storing, analyzing, retrieving, manipulating, and distributing information relating to human capital in the organization (Kavanagh et al., 1990). HRIS facilitates the provision of quality information, store of information and data as well as quick retrieve of information for decision making. HRIS has been transformed to other names such as Human Resource Management Information System (HRMIS), Human Capital Management Information System (HCMIS),

Computerised Human Resource Management Information System (CHRIS) and many others. The evolution of HRIS does not change the main goal of the system which is to transfer HR activities from manual operations to electronic operations. Because of the changes that are taking place in the world, most of the governments have adopted E-Governance technology to increase efficiency and effectiveness of service provided by the government to its people (Kavanagh et al., 1990).

In this case government of United Republic of Tanzania (URT) in the year 2010 adopted HCMIS from Lawson Company in United States of America to facilitate decentralization of human resource activities in the country. HRIS is integrated

system with the objective to raise performance, efficiency, effectiveness and accuracy of HR activities in the public service.

Organisation management depend on Human Resource Information System to achieve its goals timely because the system contains the relevant information which can be retrieved easily. The base of organisation decisions are from databases that are used to collect, store, produce and manipulate data on human resources and other data related to payroll management (Gupta, 2006). However, it is important for human resource management to be comprehensive and maintain high quality, speed, flexibility and comply with upcoming technological changes to enable organisation compete with other rivals who use modern information technology.

Use of information and communication technology becomes an imperative for HRM as well as the other activities in the organisation. HRIS is a modern technology in communication arena which connects the functions of HRM and information pertains to work force of the organisation. Human resource information collected and stored within the HRIS provide base for decision making in the organisation. Having proper HRM, organisations will be in a position to provide relevant and crucial information that has positive impact on the entire business. HR information found in HRIS data base includes new hire, transferred employees, promotion, annual leave, performance appraisal, salary change, training, turnover rates, and personal information (HCMIS User manual, 2011).

Various studies provide evidence supporting the recognition of the role of HRIS in strategic decision making in the organisation. Therefore, there has been gradual increase in the use of HRIS systems in private and public sector all over the world for period of time (Gupta, 2006).

Bhattacharya and Lower (2010) reported that use of HRIS has been constantly increasing over period of years. Therefore, if an organisation does not follow trends in the area of information and communication technology, it may have a problem with inefficient or insufficiently effective HRIS (Bhattacharya, 2010).

### **2.2.3 E-Government**

Moon and Norris (2005) provides a definition that e-government is perceived as "means of delivering government information and service". According to the World Bank (2005) e-Government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government.

E-government is the most frequently cited term in comparison to e-governance, online government, one-stop government and digital government (Andersen & Henriksen, 2006). Riley (2003) refers to 'government' as a superstructure that deals with decisions, rules, implementation and outputs of its policies; whereas 'governance' refers to functioning based on processes, goals, performance, coordination and outcomes

### **2.2.4 Information and Communication Technologies (ICT)**

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

### **2.2.5 Human Capital Management Information System**

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

### **2.2.6 Lawson**

Lawson is an international Company that delivers software and implementation services to 4000 customer sites in manufacturing, distribution and services industries

across 40 countries including the Government of Tanzania (HCMIS user manual, 2011).

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

### **2.3 Review of supporting theories or theoretical analysis**

In strengthening the understanding of this study, number of theories were referred, some of which are Technological Acceptance Model, Diffusion of Innovation Theory and E – Governance Integration Model as follow;

#### **2.3.1 Technology Acceptance Model**

Technology Acceptance Model (TAM) is defined as an Information Systems theory that models how users come to accept and use technology. The model posits that when confronted with new technology users are influenced by a number of factors about how and when to use it (Davis, 1989). These factors include among others the perceived usefulness (PU) of the technology which explains the degree to which a person believes that using a particular system will improve performance.

The second factor explained by Davis, (1989) is the Perceived Ease of Use (PEOU) which explains the extent to which a person believes that using a particular technology is free from effort. The TAM has been continuously revised by notably Venkatesh and Davis, (2000); Venkatesh and Bala, (2008) to include newer versions of TAM such as TAM2 and TAM3.

Venkatesh and Bala (2008) combined TAM2 (Venkatesh & Davis, 2000) and the model of the determinants of perceived ease of use (Venkatesh, 2000), and developed an integrated model of technology acceptance known as TAM3. The authors developed the TAM3 using the four different types including the individual differences, system characteristics, social influence, and facilitating conditions which

are determinants of perceived usefulness and perceived ease of use. In TAM3 research model, the perceived ease of use to perceived usefulness, computer anxiety to perceived ease of use and perceived ease of use to behavioral intention were moderated by experiences. The TAM3 research model was tested in real-world settings of IT implementations.

### **2.3.2 Linkage of Technology Acceptance Model Theory and HCMIS**

External Variables: Adoption of E-Governance by government of Tanzania for the purpose of increasing efficiency in provision of services as well as accommodating technological changes around the world is one of the external variables which drove the government to introduce HCMIS. Increase of population is the key cause of increase of social service demands hence increase of workforce required to provide the required services, in this case government activities which were done manually are now done electronically to increase performance, reduce bureaucracy, reduce corruption in the public service and speed up the provision of services.

Perceived Usefulness: The government of Tanzania adopted HCMIS after perceiving that the system will be fully utilized and it has capacity to use the system in terms of resources and technology required. Before the adoption of the system the government ensured that infrastructures to facilitate adoption were in place. Most of the Local Government Authorities, Ministries, Agencies, Government Departments and Central Governments offices were already equipped with internet connections and availability of power supply however few Local Authorities had problems with network connections (Mgaya, 1999).

Perceived ease of use: The system has been adopted because it is user friend in its operation. It requires one to two weeks for ordinary person to master the operation of the system. The system can be used to generate various HR reports within very short period of time as well as performing various payroll changes easily and timely. Training of the HCMIS can be done in the working place and after mastering the operation the trained officer need to request password from the central government. The system guides the user during its operation where by wrong entries will be

rejected and the system instruct the operator to make some changes to the entries before the system accept those information (Mgaya, 1999).

Attitude towards using, Resistance to change is always an obstacle towards introduction of new technology because technology comes with changes which affect life of individuals in the working place. HCMIS has been adopted because the users and all stake holders have positive attitude towards the system. Negative attitude is catalyst for resistance to change and resistance to change is dealt with by educating people about the benefit of the new technology to individual and organisation. To impose the positive attitude towards introduction of HCMIS the government of Tanzania conducted training to directors, heads of departments, HRO's, administrative officers and managers from Government Agencies, LGA's, Ministries, Government departments and Central Government (Mgaya 1999).

Behavioral intention to use, Intention to use HCMIS is derived from the perceived usefulness, since all stake holders know the advantages of the system and they are sure that they are in the position to utilize the system fully because they have positive attitude towards the system then the intention to use the system will be seen. Actual system use, The system is successfully used all over the country and its has reduced cost because most of the HRO's operations such new hire, promotions, salary changes, personnel information change in the payroll are done without physically travelling to Dar es salaam as it was done before. Complains in the public service has been reduced because things are done timely and bureaucracy in the public services has been reduced to greater extent (Mgaya, 1999).

### **2.3.3 Task Technology Fit Theory**

This study used Task Technology Fit (TTF) Theory as proposed by Goodhue and Thompson (1995) and its famous model known as Technology Acceptance Model (TAM) which was proposed by Davis *et al.* (1989).The main idea in TTF which is also applicable in HCMIS is the relationship that exists between individual performances, utilization of technology, technology characteristics and task characteristics. The theory insists that, individual performance will rise if the

appropriate technology which matches the task characteristics will be fully utilized. Failure to select proper technology which fit with task characteristics may lead to poor performance or reduced performance.

Performance in the public service in Tanzania has improved after introduction and utilization of HCMIS technology because the technology characteristics fits the HR task characteristics however this performance has not reached 100% in the public service.

TTF is achieved when technology characteristics matches with task characteristics. Technology referred in this study is HCMIS and the task characteristics referred here is HRM functions. HRM functions are embodied in the HCMIS hence there is a match between technology characteristics and task characteristics. Therefore, technology which is HCMIS is used to execute human resource activities such as promotions, performance appraisal, training, employee compensation, employee benefits, recruitment, termination of service and many others.

Another characteristic of HCMIS is that, it is simple and easy to use hence users enjoys using the system as it reduces time for performing HR activities as well as increasing efficiency and increase performance in the organisation. Therefore, proper utilization of technology is achieved when technology is user friend and its characteristics matches with those of the task to be done and technology users must have knowledge and skills to use the technology (HCMIS User manual, 2011).

#### **2.3.4 Integration of HCMIS module**

Human Capital Management Information System is comprised of five sections which are integrated from one another as it is seen in figure three below. Change of information in one parameter lead to change of information in other section. If an employee is promoted through personnel administration module then salary change will be seen in the payroll module and the information about seniority change and date of last promotion will be seen in human resource module (HCMIS User manual, 2011).

#### **2.3.4.1 Human Resource Module (HR)**

This module stores basic information of officers such as personal particulars, academic qualifications, bank account number, work experience prior to joining the public service and awards received. In addition, this module stores information on service profile and asset declaration. Organization Structure can be defined using this module (HCMIS User manual, 2011).

The organization structure in this HR module consists of three main levels, these levels from the highest to the lowest being company, process level (vote) and department. Company is the highest level in the organization structure, where all Government Process levels (votes) are grouped together. Process level (Vote) is the second level within the organization structure, a process level may belong to one and only one company while a company may contain one or more process level (HCMIS User manual, 2011).

Department is the third level within the organization structure, a department will belong to only one process level, but a process level may contain one or more departments. The employees are the key asset of any organization; an employee will belong to a specific department, process level and company, making it easier to track where the employee is within the organization structure. An employee's eligibility to receive pay and benefits are indicated using the employee status. Job code is a specific set of duties or tasks within an organization, employees are tied to their relevant job codes within the system (HCMIS User manual, 2011).

#### **2.3.4.2 Personnel Administration Module (PA)**

The Personnel Administration application is used to effectively manage the costs and processes related to personnel. Personnel action is an event that results in a change on employee data for one or more employees. Personnel Actions are used to update or maintain employee data without accessing the employee master. Personnel Actions prompt user to change the employee's data that is associated with the action. Personnel Actions include: Transfer of employees from one employer to another, Promotion within Vote, Promotion between Votes, Status Change, Salary Change,

Termination of employees from payroll, Personal Information Change and Bank information Change (HCMIS User manual, 2011).

#### **2.3.4.3 Payroll Module (PR)**

The Payroll is a comprehensive system for generating and maintaining all payroll-related information, including payment writing, labour distribution and quarterly reporting. The Payroll is a management tool capable of handling all of your human resource needs. A Pay Code represents a type of pay, how it is calculated, and where it is expensed in the General Ledger. A Time Record is a payment record for an employee, in order for an employee or employee group to receive a payment; the employee or employee group need to be tied to a Pay Code, the payroll system provides several options for creating Time Records. On processing the payroll the employee's earnings and deductions are calculated, payroll results are verified and finally the payroll is closed. Employees' earnings and deduction details are recorded in history and time records are deleted ready for creating next month's time records/payment records. This module enables user to make all necessary payroll changes such as entering and stopping various deductions in the employee's salary. Also entering and changing banks accounts (HCMIS User manual, 2011).

#### **2.3.4.4 Absence Management Module**

This module is used to manage absenteeism of public servants in the working place. By using form LP51.1 this module track employee information for a leave of absence. The information entered in this module address annual leave, compassionate leave, study leave, leave without pay, sick leave ,convalescence leave, maternity leave, paternity leave, leave pending retirement, sabbatical leave and secondment. Data about these leaves will enable online inquiries and reports which help HR officer to determine eligibility for future leave time as well as identification of ongoing leave tracking actions such as notifications of leave ends (HCMIS User manual, 2011).

#### **2.3.4.5 Benefit Administration Module**

This module helps administer remuneration records of officers for preparing salaries

Following placements, leave (half pay, no pay), promotion, competency level evaluation and change of service scheme. In addition, it administers the records of benefits enjoyed by the officers such as loans, medical benefit, claims and personal advances, scholarships and annual allowances (HCMIS User manual, 2011).

#### **2.3.5 HRIS and E-HRM**

In Local Government Authorities, Government Agencies, Ministries, Departments and other nongovernmental organisations, internet makes possibility for these organizations to automate human resource activities. Several existing human resources functions, applications and services can virtually be converted' to Web-based ones (Ngai et al, 2006). However human resource management systems in today world are being changed to E-HRM systems, this is due to the development of internet technology and the growing concept of business industry (Zhang and Wang, 2006).

Ngai et al (2006) proposed that web-based recruitment, training and performance measurement are functions supported by E-HRM. Reddic (2009) addressed the effectiveness of HRIS and found that most of the web based HR are currently providing information that can be stored in the information system for immediate or future use. A proper choice of a technology enables an organisation to perform its functions effectively. E-HRM, HRIS or online HRM is introduced in an organisation for the purpose of improving work operations in the HRM department and that services delivered be more attractive, effective, faster and modern due to technology. The government of Tanzania has adopted e-governance technology to increase efficiency and effectiveness of service provision in the public sector. In this aspect HRIS and E-HRM are mutually bonded.

### **2.3.6 Factors influencing use of HRIS**

Use of HRIS is an organizational change which comes as result of globalization and technological change. Resistance is always inevitable in any change. To facilitate successful human resource information system usage, context issues must be assessed (McElroy, 1991). Perfect human capital management information system usage depends on the support of top management, the support from other departments, the involvement of trained human resource officers, support of organisation work force, computer knowledge and skills of human resource officers and network stability.

#### **2.3.6.1 Top Management Support**

According to Wong et al. (1994), for the system to be accepted the most needed and important support must originate from top management because such support will be needed from adoption stage to the implementation stage. At the beginning of any change the project must be approved by the top management (Kossek, 1994) and linked with strategic organisational goals (Davis 1989). This will be achieved through tying management bonuses to project achievement (Green, 20007). Top management in the organisation must publicly and explicitly see the project as a first priority and failure to execute it will be loss to the organisation (Holt, 1987).

Top managers must be committed with their own participation and ready to allocate valuable and sufficient resources to the implementation effort (Hassan, 2013). Also top management has major duty for providing sufficient financial assistance, technology, policies and sufficient resources required to create a successful and competitive human capital information system. All these involve providing the required human resource for the implementation and providing sufficient amount of time and other resources required to perform the required task (Green, 2007). In case top management in any organisation lack skills and knowledge on how the human capital information system brings benefits to the entire organization, then they will hesitate to allocate valuable required resources, time, technology and efforts of implementation (Ngai and Wat, 2006).

Managers should legitimize new goals and objectives. A shared common vision of the organization and the role of the new system and structures should be communicated to employees. New organizational structures, roles and responsibilities should be established and approved. Policies should be set by top management to establish new systems in the company. In times of conflict, managers should mediate between parties (Green, 2007)

### **2.3.7 Diffusion of Innovation Theory**

This theory explains how, why and at what rate new ideas and innovations spread through organisational cultures (Rogers, 1962). Diffusion is defined as the process of communicating and integrating technological innovation to members of a social system.

Rogers (1962) goes further to classify the adoption of technology into innovators, adopters, early majority, late majority and laggards. Organisations are seen as able to adopt innovation either as a collective effort or through power and authority systems. Power and authority innovation decisions involve individuals with positions of authority in an organisation to propel and influence change.

The use of champions is highlighted in this theory as a major determinant to ensuring effective and faster adoption of innovation technology. The theory purports that restructuring and redefining of roles and functions in the organisation are critical to fostering organisational change and performance.

### **2.3.8 E-government Integration Model**

The E-government Integration Model (EGI) model proposed by Wing Lam, (2005) posits that e-government integration is not only a technical matter of getting IT systems in place but also calls for strategic planning and change management. The model is premised on the levels of government relationships and their respective barriers of integration.

The three levels of government relationships are categorised as central government to government agencies (CG-2-GA), government agencies to other government agencies (GA-2-GA) and between government agencies and the end users e.g. the citizens.

#### **2.4 Empirical Analysis or studies**

This part of the study explains various literatures which were written by other researchers on aspects relating to the phenomenon being studied. Mohamed (2006), in his study aimed at identifying the perceived factors affecting the implementation of Human Resource Information System at Kenya Revenue Authority. The researcher adopted a descriptive survey design with the population consisting of Kenya Revenue Authority employees based in Nairobi. A stratified random method of sampling was used. The study collected primary data through a questionnaire and the respondents were drawn from Kenya Revenue Authority staff based in Nairobi. The data was analysed using descriptive statistics including frequencies tables, percentages, mean scores, standard deviation, ranking orders and pie charts.

The respondents agreed to the fact that top management support, effective communication, training, support of ICT department, support of HR department and user involvement influences the implementation of HRIS at Kenya Revenue Authority. The study recommended that; allocation of adequate resources by management for the implementation and maintenance of the HRIS and Communication between managers and employees needs to be encouraged. Also, HR managers should play a proactive role to support HRIS implementation in their organisations (Mohamed, 2006).

Rahman and Jinnah (2016) in their study attempted to identify the salient factors affecting adoption of HRIS by Bangladeshi banking and financial sector through applying the unified theory of acceptance and use of technology (UTAUT) model. A structured questionnaire, designed based on the model construct, applied to pull data from 300 participants in the various banking and financial organisation in Bangladesh.

These data were analysed through Smart PLS. The study found that social influence of market leader and behavioral intention of the management of the organisation has a significant effect on the intent to adopt HRIS. However, social influence found to have both direct as well as partially mediated (by behavioral intention) effect on the adoption of HRIS.

The findings suggest the practitioners to adopt the HRIS to gain the first mover advantage to avoid the bandwagon effect that make the HRIS-related competitive advantage evaporate quickly.

Al-Dmourl and Al-Zu'bi (2014) in the study, came up with the findings that HRIS is so essential as it facilitate include quicker response on human resource matters, more accuracy of HR information, reduction of paperwork and manpower, and more efficient tracking and controlling, while the greatest barriers observed were perception of top managers on the system to be costly and inadequate knowledge in implementing the system.

A study by Haines and Petit (1997) derived from a few questions such as cost of developing and implementing the system, lack of user's involvement, design of the system which contributes to the success of such system, support from management and characteristics of the system. Because of that, the system development and implementation need to be planned carefully to achieve the objectives. Failure in implementation will have a negative effect on the organisation because the organisation will have to bear the costs of development and implementation of HRIS. Implementation of HRIS has indirectly influenced management style and employee's work style in an organisation. Thus, to ensure the support of employees and to adapt to the new condition, the organisation needs to plan and provide relevant trainings to employees who are involved in the implementation of the system.

Phnaitrup (2004) conducted a study on relating field with the purpose of the studying readiness of Thai companies to implement information systems in the area of Human resource and. The research tools employed to the study were literature review and interviews. The findings indicated that in order for HRIS to be effectively

implemented to Thai Companies the following factors should be considered; the human resource manager must have a policy for the implementation and understand and build readiness of the organisation, including infrastructure, software, hardware, and assistance from a consultant that can provide knowledge and expertise to make the system run efficiently.

A study by Paul (2011) found that originally Organisation used Information Systems to produce pay slips and pay roll reports as well as maintaining and keeping personnel records. The study also insists that due to development in ICT many Organisations have gone beyond these traditional functions and have developed and adopted HRMIS which incorporate function such as recruitment, selection and hiring of job placement, performance management, employee benefit analysis, training and development, health, safety and security.

Based on findings of her study, Kassam (2013), recommended that alternatives mechanism should be employed to improve performance of HCMIS (Lawson Version, 9) in LGAs. The study recommended that HCMIS (Lawson, Version 9) is very important but more training to HRs for the sake of improving their capacity to operate need to be emphasised by local government authorities.

Alam (2016) explored factors influencing the management decisions to adopt human resource information system (HRIS) in the hospital industry of Bangladesh as an emerging developing country. The study integrated two prominent adoption theories—Human-Organisation-Technology fit (HOT-fit) model and Technology-Organisation-Environment (TOE) framework. The obtained results specified 5 most critical factors i.e. IT infrastructure, top management support, IT capabilities of staff, perceived cost, and competitive pressure. Moreover, the most significant dimension is technological dimension followed by organisational, human, and environmental among the proposed 4 dimensions.

Mutisya (2014), in her study revealed that employees training variables (HRMIS skills, innovation in HRMIS, and competence), organisational size variables (HRMIS department and job specialisation), organisational strategy variables (HRMIS

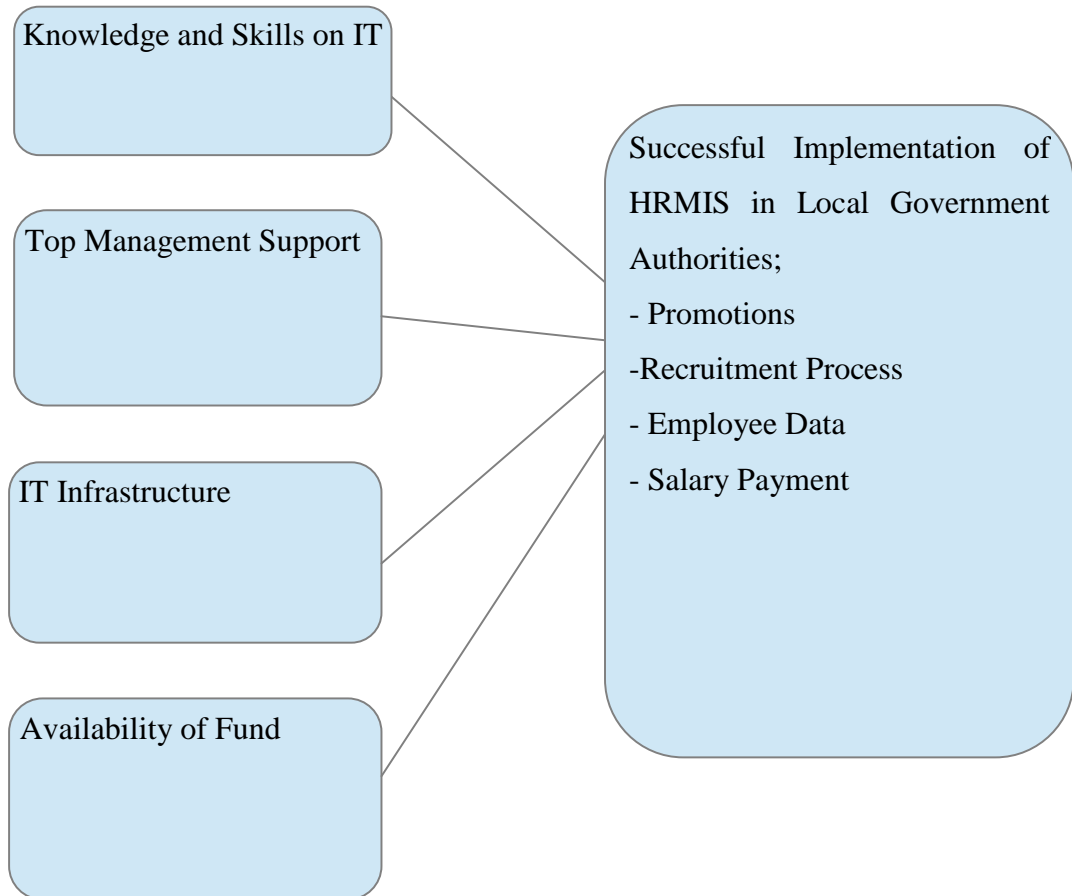
objectives, decision-making, and management support), and HRMIS facilitating conditions (infrastructure/ICT facilities, financial support, and security measures) are major factors included in the framework. In order to address the grievances of employees on time, the government should consider using this framework which can serve as a blueprint to standardize, authenticate and validate HRMIS services in small and medium enterprises in manufacturing sector in Kenya.

## **2.5 Conceptual framework**

Under this part, the relationship between Independent and dependent variables was established. Independent variables were factors influencing successful implementation of Human Resource Management Information System in Local Government Authorities while dependent variable was Successful Implementation of HRMIS in Local Government Authorities.

Independent variables in this study were considered to include; knowledge and skills on IT, Top Management Support, Information Technology Infrastructures, and Availability of Fund.

**Figure 2.1 Conceptual framework of the study**



**Source:** Researcher's construct, 2018

Based on the theoretical review and the literatures from earlier studies reviewed on the aspects relating to performance of HRMIS, number of variables were identified and witnessed. However, despite the fact that reviews had strived to deliver factors affecting performance of HRMIS still the need for investigating the same phenomena remained to be inevitable.

It was inevitable because in all literatures reviewed, no any study that had conducted in Local Government Authorities of Tanzania trying to investigate the said problem. The accomplishment of this study generates knowledge which cutter for Local government Authorities of Tanzania on factors affecting the successful implementation of HRMIS.

### **2.5.1 The underlying theory or assumptions**

In respect to this study, while other things remain constant, Independent variables (knowledge and skills on IT, Top Management Support, Information Technology Infrastructures, and Availability of Fund) if are well supported have direct effect on successful implementation of HRMIS in Local authorities and the opposite is true.

### **2.5.2 The elements or variables**

Under this part, the relationship between Independent and dependent variables was established. Independent variables were Factors influencing successful implementation of Human Resource Management Information System in Local Government Authorities while dependent variable was Successful Implementation of HRMIS in Local Government Authorities.

Independent variables in this study were considered to include; knowledge and skills on IT, Top Management Support, Information Technology Infrastructures, and Availability of Fund.

### **2.6 Summary**

This chapter covered number of issues starting by definitions of the key concepts, Review of supporting theories or theoretical analysis whereby Technological Acceptance Model has been referred, Empirical Analysis of studies, Conceptual framework, the underlying theory or assumptions, the elements or variables.

## **CHAPTER THREE**

### **RESEARCH DESIGN**

#### **3.1 Introduction**

This chapter provided a brief explanation on how the study was conducted. The chapter is composed of the research design, survey population, area of the research, sampling design and procedures, variables and measurement procedures, data collection methods, data analysis, reliability and validity, time and schedule of activities as well as research budget.

#### **3.2 Research Design**

The study employed a case study design. Case study design ensured investigation being done intensively and with an assurance of in-depth and detailed information from groups and individuals to be studied. The choice of case study design was preferred in this study in order to allow the researcher to accomplish the study within time set. The limitation of this strategy was on the issue of determining the extent to which the findings from this study as well as how they were similar to other local government Authorities of Tanzania.

#### **3.3 Target Population**

The study's targeted population was all 582 employees of Mpanda District Council. Targeted population was categorized in two major groups which are ordinary employees who are beneficiaries of HRMIS and users of HRMIS. The researcher conducted an Interview to purposively selected population involving all Human Resource Officers, ICT Officers and Technicians, District Health Secretary and The District Executive Director. This is because they are closely involved in activities related to HRMIS in their daily operations.

Moreover, Human Resources officers are custodians of the HRMIS. This included only employees who were working at the headquarter of MDC. Mugenda and Mugenda, (2003), explained that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study.

**Table 3.1 Units of inquiry**

No.	Department/Unit	No. of Staff	Percentage of the Total
1	Administration and Human Resource	18	4.9
2	Trade and Finance Department	17	1.5
3	Secondary Education Dept.	123	15.3
4	Primary Education Dept.	236	55.5
5	Land and Natural Resource Dept.	13	1.2
6	Health Department	110	11.6
7	Environment and Sanitation Dept	1	0.1
8	Community Development Dept	14	1.3
9	Water Department	10	0.9
10	Works Department	18	1.6
11	Planning Department	4	0.4
12	Agriculture and Irrigation Dept	12	1.8
13	Livestock and Fishing Dept	7	1.7
14	Legal Unit	2	0.2
15	Election Unit	1	0.1
16	ICT Unit	3	0.3
17	Procurement Unit	6	1.2
18	Internal audit Unit	3	0.3
19	Bee keeping Unit	2	0.2
	<b>Total</b>	<b>582</b>	<b>100</b>

**Source:** MDC Seniority List Book, 2018

### 3.4 Area of the research

The study was carried out at Mpanda District Council, which is located in Katavi Region. A researcher decided to select Mpanda District Council because it was one of the early Local Government Authorities in Tanzania that were installed with Human Capital Management Information System hence it was expected that the area was suitable for this study basing on the experience gained by the authority on the phenomena.

Another reason for the choice of the area was; Mpanda District Council is the council within which two councils were born and established emerging from it in 2013. These councils emerged from Mpanda District council are Mlele District Council and Nsimbo District Council, hence it might have experienced a lot on the performance of the system in the process of facilitating the establishment of new councils. Refer Organisational Chart of Mpanda District Council in Appendix I and The Map of Mpanda District Council – see Figure 3.1.

**Figure 3.1 Map for Mpanda District Council**



Source: MDC Profile, 2016

### **3.5 Sampling Size**

It was not possible and practicable to cover all employees in the organisation and hence sampling techniques was employed to find a representative sample of the population. A sample size of 70 respondents which is 12 % were drawn from different departments and units at MDC which was the case study.

This sample size is supported by Mugenda and Mugenda (2003) who argues that sampling is that part of the statistical practice concerned with individual selection or observations intended to generate some knowledge of the population of a given study.

They advise that a researcher sample size of 10% is likely to be appropriate if the sample size is more than 30, ( $n > 30$ ). Moreover, Cooper and Schindler (2006) claim that, a sample size with a range of 10% to 30% is a good representative of the target population in social science studies. Therefore, the sample size of 70 respondents is feasible will be academically acceptable in this study.

#### **3.5.1 Sampling techniques and Procedure**

The technique used in the study was purposive sampling and Stratified random sampling as explained below.

#### **3.5.2 Purposive sampling**

Purposive sampling method was employed to select seven (7) respondents, who are One District Executive Director, Three Human Resource Officers, One Head of ICT Unit, one ICT technician and one District Health Secretary. This method was used to these respondents as they are closely involved in activities and practices related to HRMIS in their daily operations. Moreover, Human Resources officers are Custodians of the HRMIS.

### **3.5.3 Stratified Random Sampling**

Simple Random Sampling was used to select 63 respondents and 7 respondents were purposely selected from the target population making a total of 70 Sample size. Employees were selected by quota method as Table 3.2 explains. The researchers considered the list of all nineteen departments/units and prepared pieces of paper matching the number of employees in each department.

The researcher wrote names of each employee on separate pieces of paper and collected them into container. These names were drawn from each department. The researcher mixed up thoroughly the pieces of paper in all containers.

After mixing up selection of one after another piece of paper was done (without looking the name in it) and the researcher kept selecting until the required number of respondents in each department was obtained.

**Table 3.2 Sampling matrix**

No.	Department/Unit	No. of Staff	Percentage of the Total	of sample
1	Administration and Human Resource	18	4.9	5
2	Trade and Finance Department	17	1.5	1
3	Secondary Education Dept.	123	15.3	11
4	Primary Education Dept.	236	55.5	31
5	Land and Natural Resource Dept.	13	1.2	1
6	Health Department	110	11.6	8
7	Environment and Sanitation Dept	1	0.1	0
8	Community Development Dept	14	1.3	1
9	Water Department	10	0.9	1
10	Works Department	18	1.6	1
11	Planning Department	4	0.4	0
12	Agriculture and Irrigation Dept	12	1.8	1
13	Livestock and Fishing Dept	7	1.7	1
14	Legal Unit	2	0.2	0
15	Election Unit	1	0.1	0
16	ICT Unit	3	0.3	0
17	Procurement Unit	6	1.2	1
18	Internal audit Unit	3	0.3	0
19	Bee keeping Unit	2	0.2	0
	<b>Total</b>	<b>582</b>	<b>100</b>	<b>63</b>

**Source:** Researcher, 2018

**Note:** Seven respondents were selected by using purposive sampling that made a total of 70 respondents as a sample.

### **3.6 Data collection methods**

The information used in this study was collected from various sources which include both primary and secondary data. The following methods were employed to collect data in the study.

#### **3.6.1 The Primary Data Collection methods**

In the study, methods of primary source data include questionnaire and interview were employed; Firstly, Questionnaires were administered to employees at different department. Questionnaire involved both open ended questions and closed ended question that were prepared in English Language.

This method was of great importance in data collection because of its low cost even when the universe was large and widely spread geographically. It was free from the bias of the researcher as answers were in respondents' own words. Respondents had adequate time to give their opinion. (Sample questionnaire is attached in Appendix I)

Secondly, Interview method was applied to get in-depth information. It was applied to District Executive Director, Head of personnel and Administration, Head of ICT Unit, Two Human Resource Officers as well as one ICT technician as stipulated. The method was expected to assure more willingness of the respondents as most of the respondents prefer to talk than to write. Hence, once rapport was established even confidential information was obtained from those key respondents. (Refer interview guide in Appendix II).

#### **3.6.2 Secondary data collection method**

Secondary data collection method also was used to collect data from subject files and other written materials. Such sources were helpful as it was expected that there were some communications done on the performance of the system to various actors. The sources also were expected to generate detailed information about performance of HCMIS in general.

### **3.7 Data Analysis**

Data analysis is the computation of certain measures along with searching for patterns of relationship that exist among data group (Kothari, 2004). Data was collected using both qualitative and quantitative methods by means of questionnaires, interviews, observation checklist and documentary information. Information from observation and open-ended questionnaires comprised of views and opinions. Either, data collected through documentary review and closed ended questionnaires provided specific information and tallied, added up manually, converted into percentages and presented into tables. Data has been analysed by using simple Microsoft Excel. The findings has been presented in a descriptive form, where applicable and for further understanding the findings has been presented in form of tables, pie charts, and bar charts.

### **3.8 Validation and Reliability of research instruments**

#### **3.8.1 Validity**

To ensure validity in this study triangulation of methods of data collection were employed. The researcher used questionnaires, interview and documentation to facilitate critical analysis of the data in terms of comparing and questioning the validity and searching for convergence.

#### **3.8.2 Reliability**

Research is said to be reliable, when if it is repeated under identical research conditions identical results were achieved. Reliability is important if generalisations are to be made. The reliability of this study considered the following: First, the measurement strategies that were used to measure the variables consistently administered to all the participants of the study. Second, efforts were made to ensure that data were recorded, compiled and analysed accurately. Third, clarity on the statement of the problem and objectives was ensured.

## **CHAPTER FOUR**

### **PRESENTATION AND DISCUSSION OF FINDINGS**

#### **4.1 Introduction**

This part presents the presentation of findings, analysis and discussion of findings. The main objective of the study was to explore factors influencing the successful implementation of HRMIS in Local Government Authorities in Tanzania.

The study was guided by four specific objectives which were to examine whether knowledge and skills on IT has an influence over successful implementation of HRMIS in Local Government Authorities, to investigate the role of Top Management Support on successful implementation of HRMIS, to examine the influence of IT infrastructures in facilitating implementation of HRMIS in Local Authorities and to test as to what extent the availability of fund has an impact over effective implementation of HRMIS in Local Authorities. However, on the introductory part of the results the researcher presents findings on successfulness of HRMIS implementation at the study area.

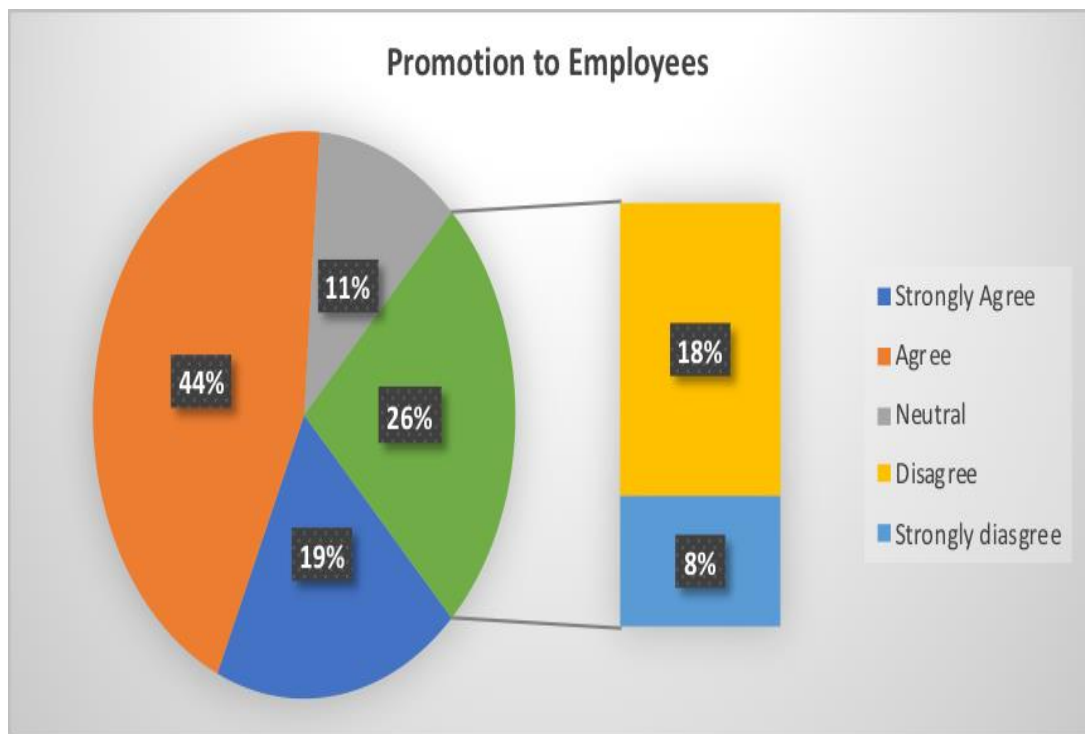
#### **4.2 Successfulness of HRMIS implementation at the study area**

Before going to the specific objectives of the study, in this section the researcher provides assessment of the successfulness of HRMIS implementation at the study area. The main areas that were assessed include promotions to employees, recruitment process, employee data and salary processing. Respondents were asked to make a comparison on whether there have been any improvements in identifying promotions to employees, improvement on recruitment process, impact on employee data and any improvement on salary processing with reference to the status quo when there would be no HRMIS implementation at Mpanda District Council. The findings were presented and discussed in subsections 4.2.1, 4.2.2, 4.2.3 and 4.2.4.

#### 4.2.1 Improvements in identifying and effecting promotions to employees

Technically HRMIS is essentially capable of simplifying identification of employee promotions in predetermined aspects as part of the IT system modules. In this study it was thought to investigate whether HRMIS affect promotion of employees at MDC. The result on Figure 4.1 with respect to whether HRMIS improve promotion of employees revealed that out of 63 respondents, 44% of respondents agreed and 19% strongly agreed while 11% were neutral. The balance of 18% and 8% of respondents disagreed and strongly disagreed respectively.

**Figure 4.1 Promotion to employees**



Source: Field data, 2018

The finding was also in support of the argument that: -

*“HRMIS has enhanced my department with capabilities of making more objective identification of staff promotions...this is mainly because the HRMIS receives updates on employee performance appraisals, training and professional development which in turn determine their rights of being promoted...however promotion of such*

*employees is not finalized by the HRMIS itself*'. (Interview, Head of Personnel and Administration at Mpanda District Council, MDC Headquarters, 28<sup>th</sup> February, 2018).

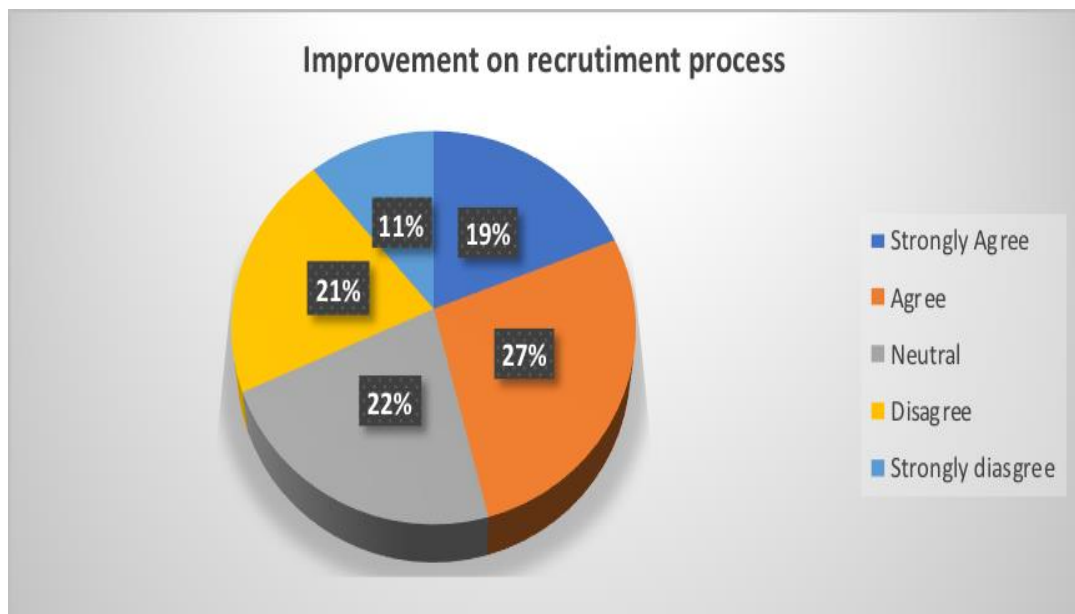
The argument by the head of personnel and administration at Mpanda District Council shows that HRMIS had improved identification of employee promotions but still the decisions of executing such identified promotions cannot be done by the system itself. It means HRMIS was regarded as an informing tool which provided unbiased judgment on whether the employee could be promoted or not.

#### 4.2.2 Improvement on recruitment process

According to the IT officer at Mpanda District Council, the HRMIS can improve recruitment process in which case paper work is minimized.

The result on Figure 4.2 with respect to whether HRMIS improve recruitment process revealed that out of 63 respondents, 27% of respondents agreed, 19% strongly agreed while 22% were neutral. The balance of 21% and 11% of respondents disagreed and strongly disagreed respectively.

**Figure 4.2 Improvement on recruitment process**



**Source:** Field data, 2018

The finding was also in support of the contention that: -

*“Although major recruitment activities were centralised at the National Level, still at the District Council Level HRMIS facilitates identification and informing on vacant positions...the information is then commanded to the recruitment committee which works on it accordingly...human resource officers find it easier to accomplish recruitment process one of it being quick obtaining of newly employees check Numbers with HRMIS than when the HRMIS was not used”* (Interview, Human Resource Officer at Mpanda District Council, MDC Headquarters, 26<sup>th</sup> February, 2018).

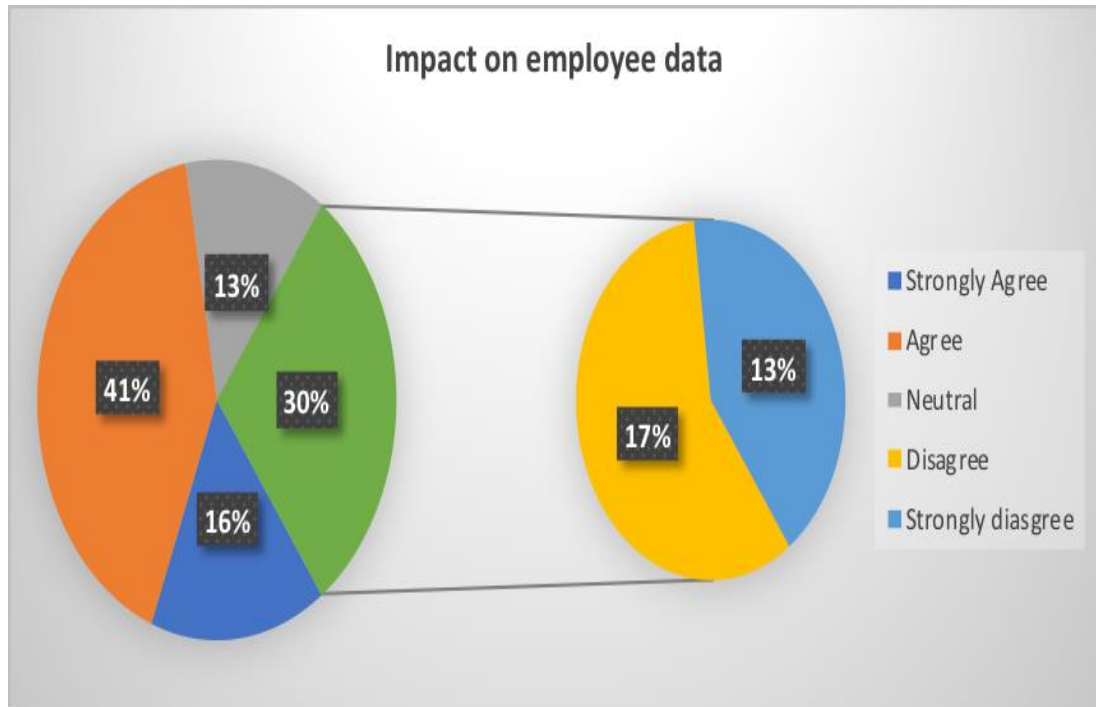
The above contention by the Human Resource Officer reveals that HRMIS has essentially improved recruitment process at Mpanda District Council in terms of making timely identification of vacant positions, information dissemination on vacant positions to the recruitment committee and establishing desired qualifications for the vacant positions.

#### **4.2.3 Impact on employee data**

The result on Figure 4.3 with respect to whether HRMIS had impact on employee data revealed that out of 63 respondents, 41% of respondents agreed, 16% strongly agreed while 13% were neutral. The balance of 17% and 13% of respondents disagreed and strongly disagreed respectively.

The finding indicates that perceived impact of HRMIS on employee data is not to the expected extent as argued by the head of Personnel and Administration. On the other hand, when compared to status quo (without HRMIS, in this case LAWSON), the HRMIS had a great positive impact on employee data.

**Figure 4.3 Impact on employee data**



**Source:** Field data, 2018

Also, on interview results according to six (6) out of seven (7) respondents observed that the HRMIS impacts employee data positively, whereas the head of Personnel and Administration said employee data is sometimes not impacted due to delays in system updates which are caused by delayed repairs of the IT system. The finding was in line with the argument that: -

*“The HRMIS facilitates employee data assembly, employee data harmonization with other schemes of human resource management, employee data storage and retrieval and employee data sharing...LAWSON exhibit proven impact on making sure employee data are readily available when needed and can be updated at any point in time”* (Interview, Human Resource Officer, MDC Headquarters, 26<sup>th</sup> February, 2018).

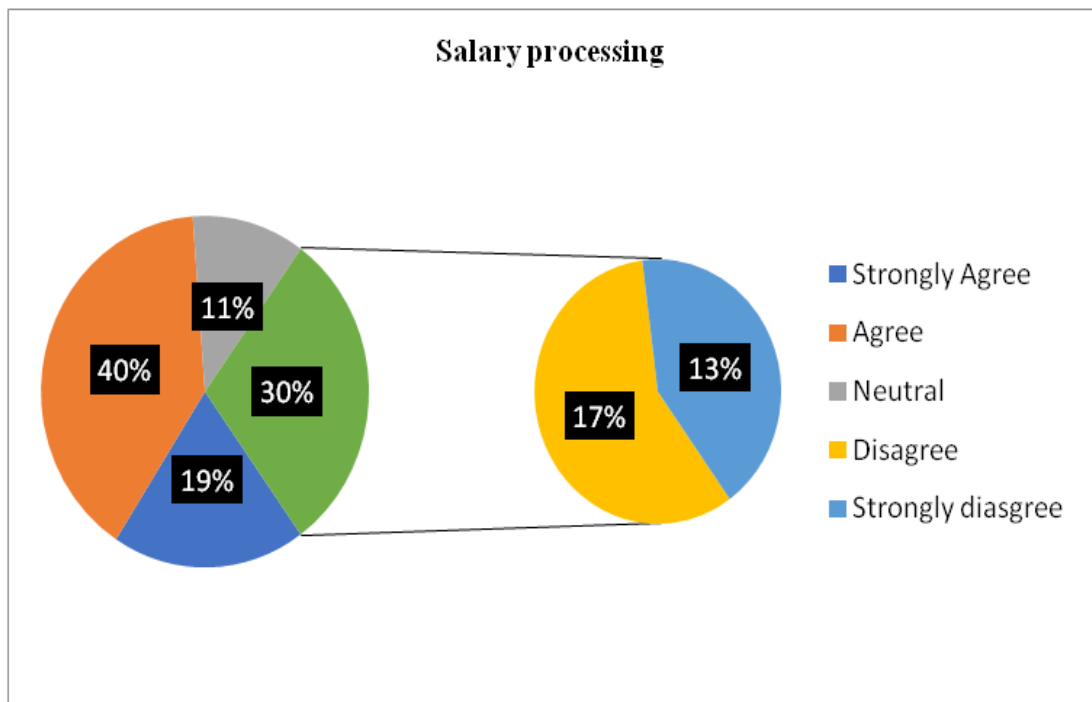
The above contention by the Human Resource Officer reveals that HRMIS has essentially improved employee data at Mpanda District Council regardless of the delays that were identified by the head of Personnel and Administration who said that “employee data is sometimes not impacted due to delays in system updates which are caused by delayed repairs of the IT system.

#### 4.2.4 Improvement on salary processing

According to the head of Personnel and Administration LAWSON is also embedded with employee data on salary rights which is communicated to the treasurer office that completes salary payments in the government system.

Also, the results in Figure 4.4 with respect to whether HRMIS improved salary processing revealed that out of 63 respondents, 40% of respondents agreed, 19% strongly agreed while 11% were neutral. The balance of 17% and 13% of respondents disagreed and strongly disagreed respectively.

**Figure 4.4 Improvement on salary processing**



**Source:** Field data, 2018

Also, during interviews, six (6) out of seven (7) respondents had a consensus on the fact that HRMIS had revealed improvement on salary processing at Mpanda District Council. The finding was also in support of the contention that: -

*“LAWSON generates employee lists of salary demands for each department monthly which are then processed within the system to complete payments...LAWSON is equipped with auto payment rank adjustments which are also monitored and approved by the Head of departments and Accounting officer before the salary requiems can be sent to the Treasury...it means the system makes it easy to generate the list but cannot decide on who should be paid how much on its own”(Interview, Head of Personnel and Administration, MDC Headquarters, 28<sup>th</sup> February, 2018).*

The finding indicates that the HRMIS improves salary processing in terms of simplifying the payroll generation, but the system needs intervention on decisions like the pay ranks, promotional pay and debt payments all of which require approval.

### **4.3 Influence of Knowledge and IT skills on HRMIS**

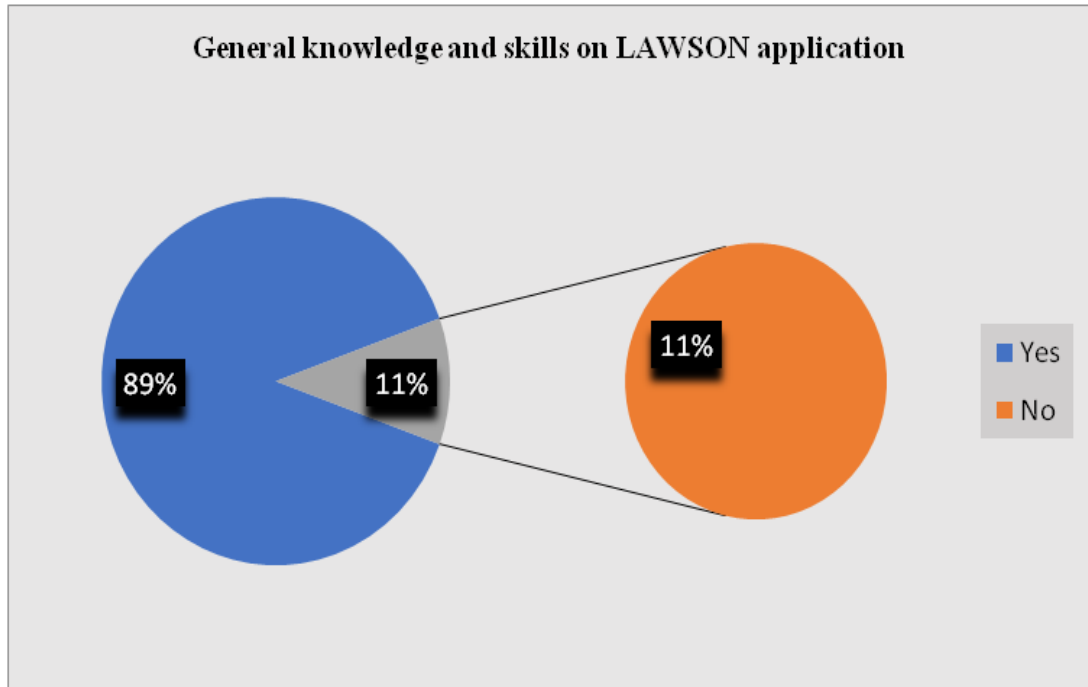
This was the first research objective where the researcher had to examine whether knowledge and skills on IT has an influence over successful implementation of HRMIS in Local Government Authorities. Thus, the researcher focused on general knowledge and skills on LAWSON application, competence of IT professionals and training. The results were presented discussed in subsections 4.3.1, 4.3.2 and 4.3.3.

#### **4.3.1 General knowledge and skills on LAWSON application**

The survey results in Figure 4.5 show that 89% of 63 respondents who were administered with questionnaires during the study said LAWSON users and ICT staff at Mpanda District Council had general knowledge and skills on HRMIS.

LAWSON users and ICT staff had general knowledge and skills on HRMIS included the head of Personnel and Administration, three Human Resources Officers, head of ICT Unit and One ICT Technician. Unlike the aforementioned LAWSON users and ICT staff, the executive director at Mpanda District Council had no general knowledge and skills on LAWSON application.

**Figure 4.5 General knowledge and skills on LAWSON application**



**Source:** Field data, 2018

The finding indicates that key personnel who use LAWSON and IT personnel were well equipped with general knowledge and skills on LAWSON application which in turn affirms the fact that the implementation was partly successful due to these skills. For instance, the argument that was presented by the head of ICT Unit that: -

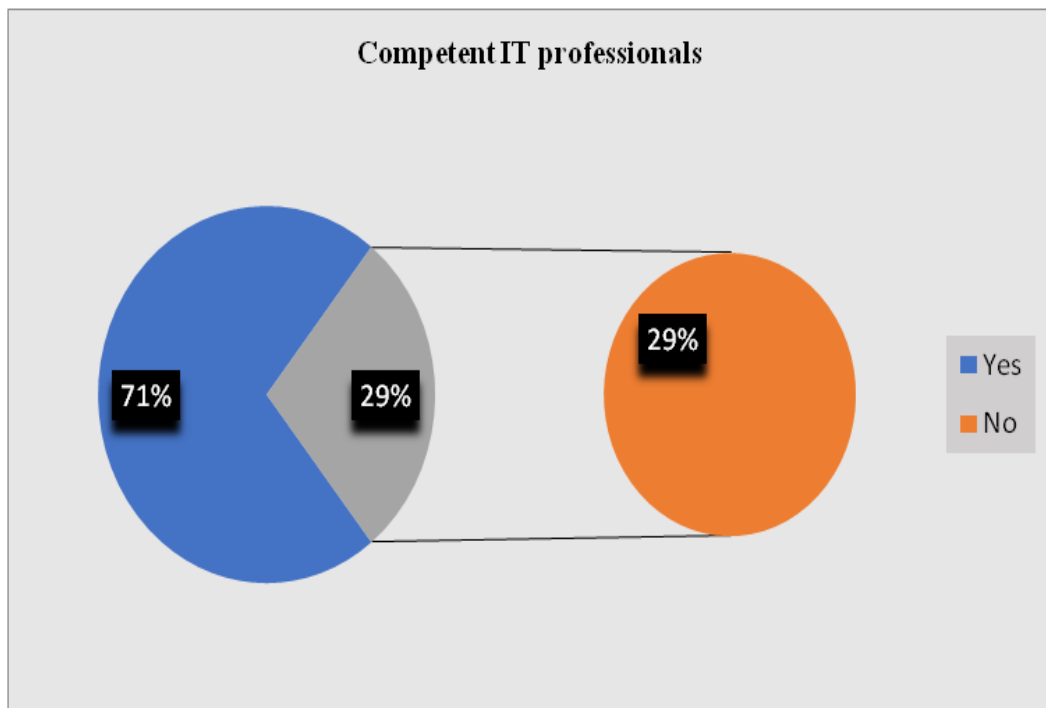
*“We ensure that every staff who works with LAWSON interface gets at least general basic knowledge and skills on LAWSON application...with the knowledge and skills that have been developed for a couple of years now, all users of LAWSON at Mpanda witness successful results on the intended use be it employee data processing, salary processing, appraisals and even recruitment activities”* (Interview, Head of ICT Unit, Mpanda District Council, Headquarters, 26<sup>th</sup> February, 2018).

The finding implies that general knowledge and skills on LAWSON application come with positive influence on successful implementation of HRMIS in local government authorities. The finding was also in support of Kassam (2013) who found that improved knowledge and user skills would enhance realisation of expected results from HRMIS adoption in the local government.

### 4.3.2 Competent IT professionals

The survey results in Figure 4.6 show that 71% of 63 respondents who were administered with questionnaires said there were competent IT professionals at Mpanda District Council whereas the remaining two 29% said IT professionals were not competent. The finding indicates that competence of IT professionals was judged by the respondents differently. For those who said IT professionals were competent referred to the academic qualifications of the IT professionals.

**Figure 4.6 Competent IT professionals**



**Source:** Field data, 2018

For example, the argument that was presented by the head of Personnel and Administration was that:-

*“Our only two IT professionals meet qualifications and have experience regarding IT...so they perform to their level best...some of the neighboring districts like Mpanda MC and Mlele DC use to hire our IT professional to assist on IT problems that arise at their jurisdictions”* (Interview, Head of Personnel and Administration at Mpanda District Council, Headquarters, 28<sup>th</sup> February, 2018).

The argument above implies that IT professionals at Mpanda District Council were competent enough to meet the requirements and needs. However, the fact that some respondents said IT professionals were less competent should not be overlooked. Thus, the data also revealed that: -

*“Sometimes the system can be down and delay our scheduled activities...IT professionals fail to provide permanent solution to such problems”* (Interview, The Human Resource Officer at Mpanda District Council, Headquarters, 26<sup>th</sup> February, 2018).

The finding shows that IT professionals at Mpanda District Council experience some failures in the system management to the extent of delaying LAWSON operations. Generally, the findings unveil that there is a positive influence of competence of IT professionals on successful implementation of HRMIS in local authorities. As a matter of fact, competence of IT professionals is of crucial importance towards successful implementation of HRMIS in local authorities.

The finding was also in line with Mutisya (2014) who argues that enhancing competence of professionals responsible for managing HRMIS should inevitably take attention of the decision makers in order to realise maximum results of system implementation.

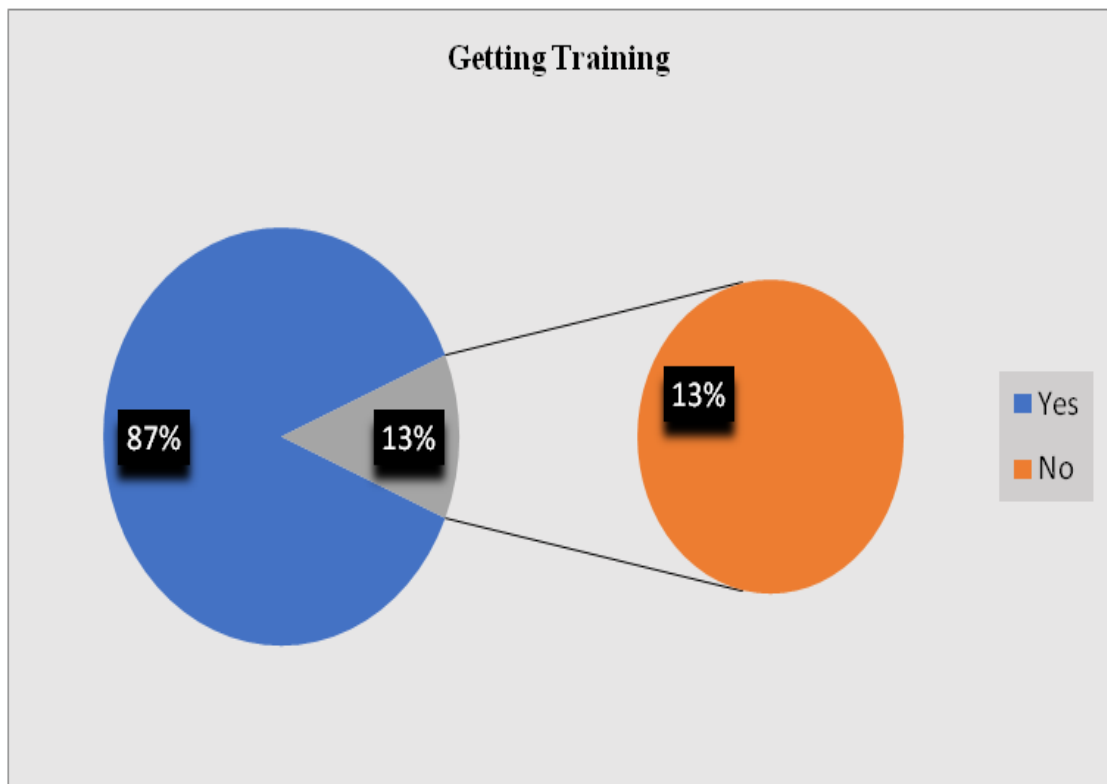
### **4.3.3 Getting Training**

According to Mutisya (2014) training enhance knowledge to IT professionals and users of the HRMIS and equip them with skills on how to manage the system and apply it respectively. Thus, the researcher expected a positive influence of training on successful implementation of HRMIS at Mpanda District.

The results in Figure 4.7 show that, 87% of 63 respondents who were administered with questionnaires said LAWSON users and ICT staff at Mpanda district council get training on HRMIS and the remaining 13% said “No”. Six (6) LAWSON users, who get training on HRMIS included the head of Personnel and Administration, two Human Resources Officers, head of ICT Unit, District Health Secretary and One ICT

Technician. On the other hand, the District Executive director at Mpanda District Council never got training on HRMIS.

**Figure 4.7 Getting training**



**Source:** Field data, 2018

The finding indicates that key personnel who use LAWSON and IT personnel were getting training and thus well equipped with general knowledge and skills on LAWSON application which in turn affirms the fact that the implementation was partly successful due to these skills. For instance, the argument that was presented by the District Executive Director that: -

*“The influence of training on successful implementation of HRMIS is obviously positive since training offers knowledge and skills which cultivate competence of IT professionals and LAWSON operators like human resource officers...we use to see how new comers consult experienced workers who in most cases are knowledgeable since they attend trainings”* (Interview, DED, MDC Headquarters, 24<sup>th</sup> February, 2018).

The finding implies that training on HRMIS influences implementation of HRMIS through creating knowledge, developing skills and building competence among HRMIS managers who are IT officers and HRMIS users who mainly are the human resource officers.

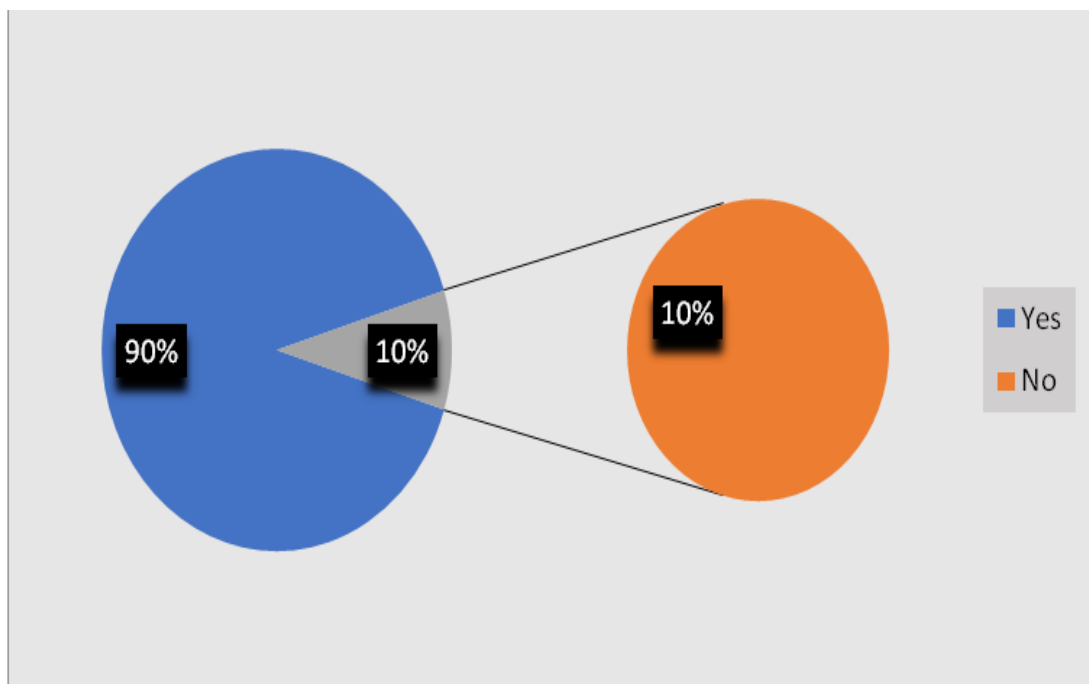
#### **4.4 The role of Top Management Support on successful implementation of HRMIS**

This was the second research objective where the researcher intended to investigate the role of Top Management Support on successful implementation of HRMIS. Results were presented and discussed under subsections 4.4.1 and 4.4.2.

##### **4.4.1 Incentivising system implementers**

The survey results in Figure 4.8 show that out of 63 respondents, 90% said the role of top management support on successful implementation of HRMIS was incentivising system implementers and the remaining 10% said “No”.

**Figure 4.8 Incentivising system implementers**



**Source:** Field data, 2018

The finding was in support of the argument that:-

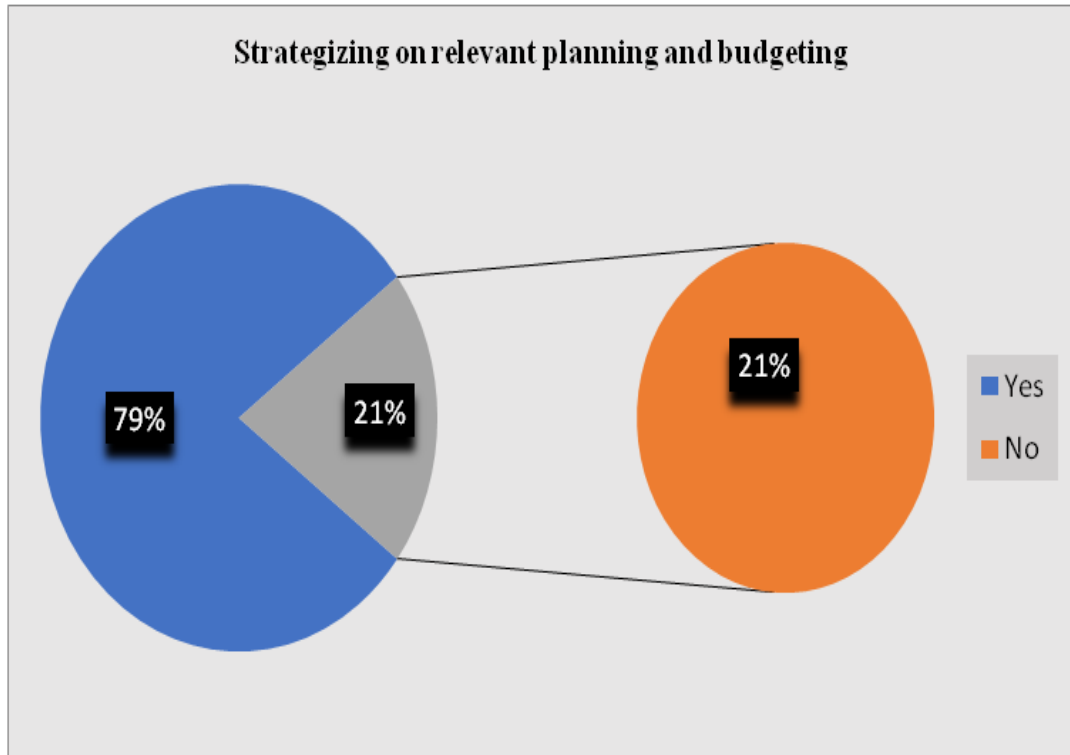
*“Top management plays an important role since every crucial decision is made and approved at the top management level...thus when considered positively the HRMIS is brought to life through incentives that are made available to the staff that directly use the LAWSON application...for this reason we should be trained frequently, given opportunity to reduce paper work and make our job easier than before”* (Interview, Human resource officer, MDC Headquarters, 26<sup>th</sup> February, 2018).

The finding reveals that incentives are necessary for effective implementation of HRMIS in local authorities. However, the most credited incentive was the provision of training and allowing that paper work is highly reduced in the activities of the human resource department. It was very unfortunate that at some point top management at Mpanda District Council fails to recognise such incentives and make it bore some to use the system in line with the paper work in parallel.

#### **4.4.2 Strategising on relevant planning and budgeting**

The survey results in Figure 4.9 show that out of 63 respondents, 79% said the role of top management support on successful implementation of HRMIS was strategising on relevant planning and budgeting. The remaining seventeen 21% of the respondents failed to affirm this role as being realised by the top management at Mpanda District Council. The finding implies that top management at Mpanda District Council does not fulfill its supportive roles as required for successful implementation of HRMIS.

**Figure 4.9 Strategizing on relevant planning and budgeting**



**Source:** Field data, 2018

The finding was in support of the argument that:-

*“Top management works hard to ensure proper budgeting but fails to ensure the budget is fulfilled in the planning process...thus planning in relation to HRMIS is less practical and appears irrelevant in general terms” (Interview, ICT technician at Mpanda District Council Headquarters, 26<sup>th</sup> February, 2018).*

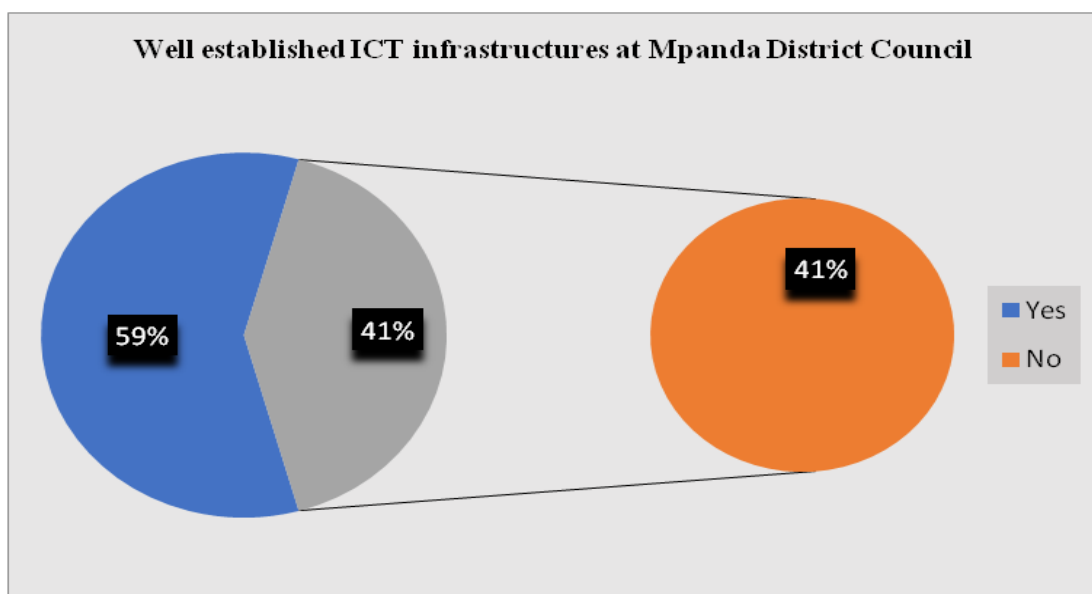
The finding reveals that top management support was facing irrelevance in terms of planning and budgeting. This was because budgeting was planned but execution of the budgeted funds was less predictable and affected HRMIS implementation. It means top management at Mpanda District Council puts no priority to the HRMIS needs. The finding was also in support of Alam (2016) who argues that top management support is the key to effective ICT adoption in the public sector.

#### 4.5 Influence of IT infrastructures in facilitating implementation of HRMIS in Local Authorities

This was the third research objective in which the researcher focused on examining the influence of IT infrastructures in facilitating implementation of HRMIS in Local Authorities. The following question was asked to respondents; “Does your Organisation have well established ICT Infrastructures to support effective performance of HCMIS?” and they were required to respond by saying “Yes” or “No”. The results in Figure 4.10 show that 59% out of 63 respondents who were administered with questionnaires during the study said “Yes” and the remaining 41% said “No”.

The finding indicates that respondents had varying degrees of perceiving “how well” ICT infrastructures were established at Mpanda District Council. For instance, all respondents who said there was well established ICT infrastructures at Mpanda District Council mentioned those infrastructures to be Local Area Networks (LAN) and only 30% of them mentioned ICT facilities and only 20% of them mentioned “Intranet”.

**Figure 4.10 Well established ICT infrastructures**



**Source:** Field data, 2018

The finding was also in support of the following arguments: -

*“The ICT infrastructures are well established since we have computers and other supportive facilities like printers and scanners”* (Interview, The Human Resource Officer at Mpanda District Council Headquarters, 26<sup>th</sup> February, 2018).

*“There is good network at our office so communication through internet is easy such that data are processed within the ICT system instead of roaming about here and there with paper files”* (Interview, The Head of Personnel and Administration at Mpanda District Council Headquarters, 28<sup>th</sup> February, 2018).

*“Mpanda District Council owns the ICT unit which connects all infrastructures of computers and networking”* (Interview, The head of ICT unit at Mpanda District Council Headquarters, 28<sup>th</sup> February, 2018).

The arguments above show that ICT infrastructures at Mpanda District Council were existing and could offer their functions in terms of data creation, data processing, data management, data transfer and print outs. However, the major infrastructures included ICT facilities namely the Personal Computers, Printers, Scanners and LAN. Other infrastructures like servers are established at the national level and could not necessarily be found at the local authorities.

Nonetheless, three respondents who argued against “well established ICT infrastructure at Mpanda District Council said the following: -

*“ICT facilities are not enough and cannot be used at every stage in data processing which means paper work is still evident even for LAWSON related activities...this is because the interface at each department does not guarantee that heads of department can feed all data needed in the HRMIS which is LAWSON”* (Interview, The Human resource officer at Mpanda District Council Headquarters, 26<sup>th</sup> February, 2018).

Another respondent added saying that: -

*“Network or internet is sometimes a problem maybe let us see what will happen recently because already TTCL have offered new products”* (Interview, The ICT technician at Mpanda District Council Headquarters, 26<sup>th</sup> February, 2018).

Also, another respondent contended that: -

*“In most cases we find our employees have to go to stationeries for things that could be provided within the office and they are about human resources...then, how can we say there is well established ICT infrastructure?”* (Interview, The District Health Secretary, Mpanda District Council Headquarters, 27<sup>th</sup> February, 2018).

The arguments above locate areas of weakness in ICT infrastructures and show that there was lack of ICT facilities, interconnectedness of the HRMIS at least to minimize paper work at department level and poor network or internet performance.

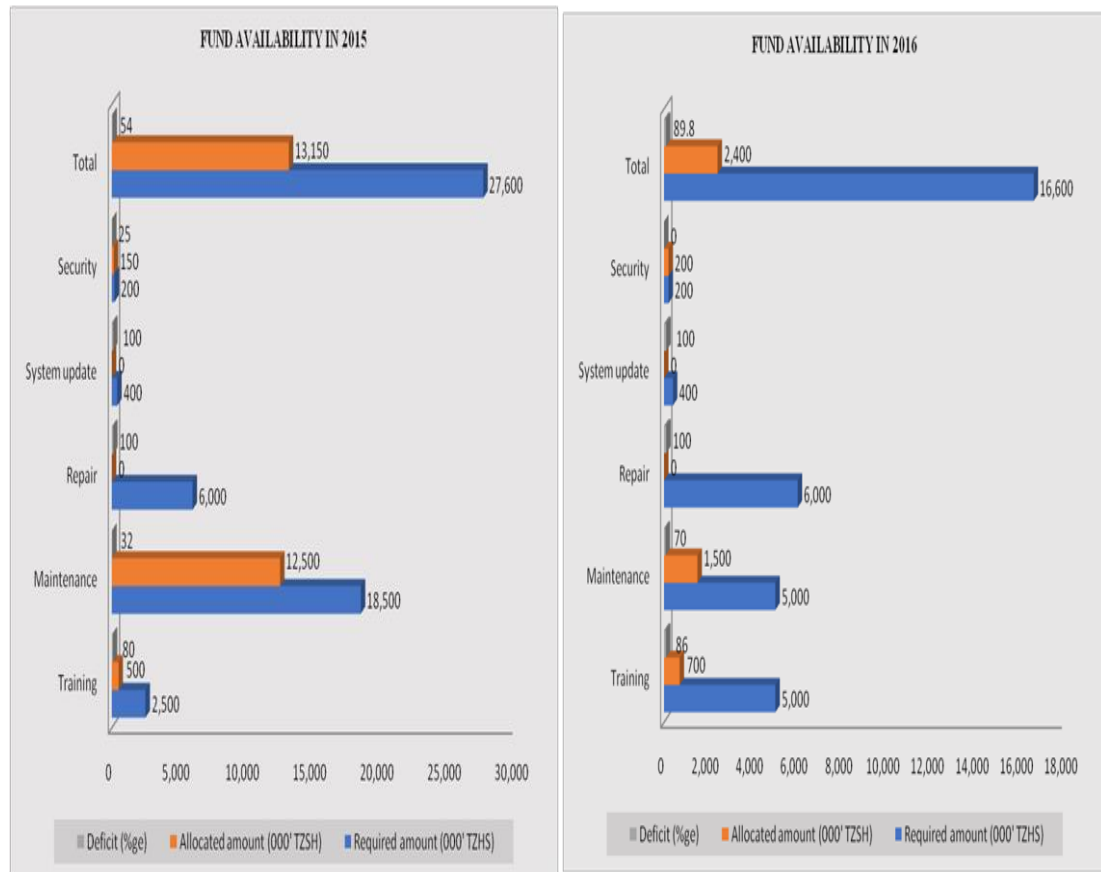
#### **4.6 The availability of fund on implementation of HRMIS**

This was the fourth research objective where the researcher aimed at establishing the extent did availability of fund impact over effective implementation of HRMIS in Local Authorities. The findings in Figure 4.11 show that for the year 2015 ICT unit requested a total of Tsh. 27,600,000.00 and only Tsh. 13,150,000.00 was allocated in the budget execution.

Thus, the budget deficit was about 54% of the total requested amount. Also, in 2016, ICT unit requested a total of Tsh. 16,600,000.00 and only Tsh. 1,700,000.00 was allocated in the budget execution. Thus, the budget deficit was about 89.8% of the total requested amount. The findings indicate that fund availability at Mpanda District Council was very problematic and could jeopardise successfulness of HRMIS implementation.

For the purpose of establishing a good analysis on this phenomenon, funding was divided into three key areas which were categorised as Training, Maintenance and Repair and System update and Security and presented in Figure 4.11.

**Figure 4.11 Availability funds on implementation of HRMIS**



**Source:** Field data, 2018

#### 4.6.1 Training fund availability

The results in Figure 4.11 show that out of Tsh. 2,500,000.00 that was requested in the year 2015, only Tsh. 500,000.00 was provided. Also, out of Tsh. 5,000,000.00 that was requested in the year 2015, only Tsh. 700,000.00 was provided. This implies a deficit of about 80% in the training budget in 2015 which also increased further to about 86% in the year 2016.

The small budget that was obtained was only enough for conducting on the job training for LAWSON application and could not serve the purpose of training the ICT personnel for system management skills development. The finding was in support of the argument that: -

*“Nowadays most of our internal sources of funds are centralised and we cannot manage to offer enough funds for staff training especially on specialised skills development...the only training we offer is limited only to LAWSON application per se”* (Interview, The District Executive Director at Mpanda District Council Headquarters, 24<sup>th</sup>, 2018).

The finding shows that to a great extent lack of funds for training affects implementation of HRMIS in local authorities. This was mainly because funding for training is essential for equipping staff with required skills and capacity in utilisation of LAWSON.

#### **4.6.2 System maintenance and repair fund availability**

For the two consecutive years there was no any budget allocated for repair and only Tsh.12, 500,000.00 was available out of Tsh. 18,500,000.00 that was requested in 2015 which implies a deficit of 32% on maintenance budget. The deficit on maintenance budget grew to 70% in the following year of 2016. The finding revealed that repairs were not done accordingly and affected the ICT infrastructure performance and availability. The finding was in support of the contention that: -

*“Some of ICT facilities remain unrepaired for a long time and turn into salvages so we have lack of ICT facilities for the reason of lack of repair budget allocation”* (Interview, ICT officer at Mpanda District Council Headquarters, 26<sup>th</sup> February, 2018).

Thus, lack of enough budget for both system maintenance and repair had a negative effect on successful implementation of HRMIS in local authorities. On the other hand, availability of funds for maintenance and repair ensures that ICT facilities are well maintained and can perform well for a longer time and thus improve the successfulness of LAWSON activities execution at local authorities.

#### **4.6.3 System update and security fund availability**

Another aspect that requires fund availability for successful implementation of HRMIS is the funds for system updates and security. The findings show that there were no funds available for system updates for both 2015 and 2016. The requested amounts of about Tsh. 400,000.00 each year were not allocated.

On the other hand, the budget for security was realised with 25% deficit in 2015 and without any deficit in 2016. However, the budget for security was very small of about Tsh. 200.000.00 each year and could be easily found even from the own sources if the central government was to escape. The finding was in support of the argument that: -

*“We request budget for system update and security but only security is given priority and update of the system at the local level is not much emphasised...that is why some drivers fail and attention is made on maintenance phase which is too late to use small funds...you can see maintenance funds are high always”* (Interview, head of ICT unit at Mpanda District Council Headquarters, 28<sup>th</sup> February, 2018).

The finding shows that availability of funds for system updates and security is of crucial importance for effective and successful implementation of HRMIS at local authorities. It means complications that go too far to the level of demanding maintenance and repair budget can be solved early and maintains the performance level of the system throughout time.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The main objective of the study was to explore factors influencing the successful implementation of HRMIS in Local Government Authorities in Tanzania. This part presents the presentation of summary of findings, conclusion and recommendations. The summary of findings is presented in relation to the objectives of the study.

The study was guided by four specific objectives which were to examine whether knowledge and skills on IT has an influence over successful implementation of HRMIS in Local Government Authorities, to investigate the role of Top Management Support on successful implementation of HRMIS, to examine the influence of IT infrastructures in facilitating implementation of HRMIS in Local Authorities and to test as to what extent the availability of fund has an impact over effective implementation of HRMIS in Local Authorities. However, on the introductory part of the results the researcher presents findings on successfulness of HRMIS implementation at the study area.

#### **5.2 Summary**

This section provides the summary of findings as per research questions of this study

##### **5.2.1 Successfulness of HRMIS implementation at the study area**

Respondents were asked to make a comparison on whether there have been any improvements in identifying promotions to employees, improvement on recruitment process, impact on employee data and any improvement on salary processing with reference to the status quo when there would be no HRMIS implementation at Mpanda District Council.

Firstly, on identification of employee promotions, the findings revealed that HRMIS had improved identification of employee to be promoted and effecting salaries of the

promoted employees but still the decisions of executing such identified promotions cannot be done by the system itself. It means HRMIS was regarded as an informing tool which provided unbiased judgment on whether the employee could be promoted or not.

Secondly, on improvement of recruitment process, the findings revealed that HRMIS had essentially improved recruitment process at Mpanda District Council in terms of making timely identification of vacant positions, information dissemination on vacant positions to the recruitment committee and establishing desired qualifications for the vacant positions.

Thirdly, regarding impact on employee data the findings unveiled that perceived impact of HRMIS on employee data is not to the expected extent as argued by the head of Personnel and Administration. On the other hand, when compared to status quo (without HRMIS, in this case LAWSON), the HRMIS had a great positive impact on employee data.

It was thus, reveals that HRMIS has essentially improved employee data at Mpanda District Council regardless of the delays that were identified by the head of Personnel and Administration who said that “employee data is sometimes not impacted due to delays in system updates which are caused by delayed repairs of the IT system.

Finally, on improvement on salary processing, the finding indicates that the HRMIS improved salary processing in terms of simplifying the payroll generation, but the system needs intervention on decisions like the pay ranks, promotional pay and debt payments all of which require approval.

### **5.2.2 Influence of Knowledge and IT skills**

This was the first research objective where the researcher had to examine whether knowledge and skills on IT has an influence over successful implementation of HRMIS in Local Government Authorities. Thus, the researcher focused on general knowledge and skills on LAWSON application, competence of IT professionals and training.

Firstly, regarding general knowledge and skills on LAWSON application, the finding revealed that general knowledge and skills on LAWSON application come with positive influence on successful implementation of HRMIS in local government authorities. The finding was also in support of Kassam (2013) who found that improved knowledge and user skills would enhance realization of expected results from HRMIS adoption in the local government.

Secondly, in respect to competent IT professionals, the finding shows that IT professionals at Mpanda District Council experience some failures in the system management to the extent of delaying LAWSON operations. Generally, the findings unveiled that there is a positive influence of competence of IT professionals on successful implementation of HRMIS in local authorities. As a matter of fact, competence of IT professionals is of crucial importance towards successful implementation of HRMIS in local authorities.

The finding was also in line with Mutisya (2014) who argues that enhancing competence of professionals responsible for managing HRMIS should inevitably take attention of the decision makers in order to realize maximum results of system implementation.

On training, the finding indicates that key personnel who use LAWSON and IT personnel were getting training and thus well equipped with general knowledge and skills on LAWSON application which in turn affirms the fact that the implementation was partly successful due to these skills. Also, the finding unveiled that training on HRMIS influences implementation of HRMIS through creating knowledge, developing skills and building competence among HRMIS managers who are IT officers and HRMIS users who mainly are the human resource officers.

### **5.2.3 The role of Top Management Support**

This was the second research objective where the researcher intended to investigate the role of Top Management Support on successful implementation of HRMIS. Firstly, the survey results show that the role of top management support on successful implementation of HRMIS was incentivizing system implementers. The

finding reveals that incentives are necessary for effective implementation of HRMIS in local authorities. However, the most credited incentive was the provision of training and allowing that paper work is highly reduced in the activities of the human resource department. It was very unfortunate that at some point top management at Mpanda District Council fails to recognize such incentives and make it bore some to use the system in line with the paper work in parallel.

Also, the survey results revealed that top management support was facing relevance in terms of planning and budgeting. This was because budgeting was planned but execution of the budgeted funds was less predictable and affected HRMIS implementation. It means top management at Mpanda District Council puts no priority to the HRMIS needs. The finding was also in support of Md Alam (2016) who argues that top management support is the key to effective ICT adoption in the public sector.

#### **5.2.4 Influence of IT infrastructures**

This was the third research objective in which the researcher focused on examining the influence of IT infrastructures in facilitating implementation of HRMIS in Local Authorities. Firstly, the findings revealed that ICT infrastructures at Mpanda District Council were existing and could offer their functions in terms of data creation, data processing, data management data transfer and print outs.

However, the major infrastructures included ICT facilities namely the Personal Computers, Printers, Scanners and LAN. Other infrastructures like servers are established at the national level and could not necessarily be found at the local authorities. On the other hand, the findings revealed some areas of weakness in ICT infrastructures and show that there was lack of ICT facilities, interconnectedness of the HRMIS at least to minimize paper work at department level and poor network or internet performance.

### **5.2.5 The extent to which the availability of fund have impact on HRMIS**

This was the fourth research objective where the researcher aimed at establishing the extent did availability of fund impact over effective implementation of HRMIS in Local Authorities. Firstly, on general availability funds, the findings indicate that fund availability at Mpanda District Council was very problematic and could jeopardise successfulness of HRMIS implementation. On training fund availability, the results show that a deficit of about 80% in the training budget in 2015 which also increased farther to about 86% in the year 2016.

The small budget that was obtained was only enough for conducting on the job training for LAWSON application and could not serve the purpose of training the ICT personnel for system management skills development. Furthermore, the finding shows that to a great extent lack of funds for training affects implementation of HRMIS in local authorities. This was mainly because funding for training is essential for equipping staff with required skills and capacity in utilisation of LAWSON.

Secondly, on system maintenance and repair fund availability, the findings revealed a deficit of 32% on maintenance budget in 2015 and the deficit on maintenance budget grew to 70% in the following year of 2016. The finding revealed that repairs were not done accordingly and affected the ICT infrastructure performance and availability.

Thus, lack of enough budget for both system maintenance and repair had a negative effect on successful implementation of HRMIS in local authorities. On the other hand, availability of funds for maintenance and repair ensures that ICT facilities are well maintained and can perform well for a longer time and thus improve the successfulness of LAWSON activities execution at local authorities.

Further, another aspect that requires fund availability for successful implementation of HRMIS is the funds for system updates and security. The budget for security was realised with 25% deficit in 2015 and without any deficit in 2016. However, the budget for security was very small of about Tsh. 200.000.00 each year and could be easily found even from the internal sources if the central government was to escape.

Thus, research findings show that availability of funds for system updates and security is of crucial importance for effective and successful implementation of HRMIS at local authorities. It means complications that go too far to the level of demanding maintenance and repair budget can be solved early and maintains the performance level of the system throughout time.

### **5.3 Conclusions**

This section provides the conclusion of findings as per research objectives of this study;

#### **5.3.1 Successfulness of HRMIS implementation at the study area**

Based on the research findings it is concluded that successful implementation of HRMIS in local authorities in all aspects of improvements in identifying promotions to employees, improvement on recruitment process, impact on employee data and improvement on salary processing are highly determined by knowledge and skills on HRMIS among all stakeholders, top management support in form of incentivising HRMIS implementers and ensuring relevant planning and budgeting for HRMIS implementation, ICT infrastructures and the availability of fund for all HRMIS related issues namely training, maintenance and repair and system update and Security.

However, it was found that fund availability was the major influential factor since it cuts across other factors in such a way that if funds are made available all other factors can be improved and guarantee successful implementation of HRMIS in local authorities.

#### **5.3.2 Influence of Knowledge and IT skills**

LAWSON application skills among users of the HRMIS and specialised IT skills among ICT officers remains a major concern for realising successful implementation of HRMIS in local authorities. While the application skills guarantee for proper utilisation and adoption of the HRMIS, on the other hand specialised ICT skills

among ICT officers are essentially important for maintaining the proper performance of the HRMIS.

The study results show that 89% of 63 respondents said LAWSON users and ICT staff at Mpanda District Council had general knowledge and skills on HRMIS. Unlike the aforementioned LAWSON users and ICT staff, the executive director at Mpanda District Council had no knowledge and skills on LAWSON application.

The finding indicates that key personnel who use LAWSON and IT personnel were well equipped with general knowledge and skills on LAWSON application which in turn affirms the fact that the implementation was partly successful due to these skills.

The finding implies that general knowledge and skills on LAWSON application come with positive influence on successful implementation of HRMIS in local government authorities. The finding was also in support of Kassam (2013) who found that improved knowledge and user skills would enhance realisation of expected results from HRMIS adoption in the local government.

### **5.3.3 The role of Top Management Support**

Top management support is of crucial importance for successful implementation of HRMIS in local authorities based on the fact that most useful decisions that could enhance sustained, proper and effective use of HRMIS are made by the top management. All-important institutional decisions on ensuring usage of HRMIS, budgeting and prioritisation of HRMIS and effective enforcement of those decisions depends on how far the top management is responsive to HRMIS in local authorities of their jurisdictions.

The study results show that role of top management support on successful implementation of HRMIS was incentivising system implementers. The finding reveals that incentives are necessary for effective implementation of HRMIS in local authorities. However, the most credited incentive was the provision of training and allowing that paper work is highly reduced in the activities of the human resource department.

It was very unfortunate that at some point top management at Mpanda District Council fails to recognise such incentives and make it bore some to use the system in line with the paper work in parallel.

Moreover, the survey results show that out of 63 respondents, 79% said the role of top management support on successful implementation of HRMIS was strategising on relevant planning and budgeting. The remaining seventeen 21% of the respondents failed to affirm this role as being realised by the top management at Mpanda District Council.

The finding reveals that top management support was facing irrelevance in terms of planning and budgeting. This was because budgeting was planned but execution of the budgeted funds was less predictable and affected HRMIS implementation. It means top management at Mpanda District Council puts no priority to the HRMIS needs. The finding was also in support of Alam (2016) who argues that top management support is the key to effective ICT adoption in the public sector.

#### **5.3.4 Influence of IT infrastructures**

According to the study results, respondents who were administered with questionnaires during the study said well-established IT infrastructures had a positive impact over successful implementation of HRMIS. These results provide a room for a conclusion that the IT infrastructures are at the core of successful HRMIS implementation in local authorities.

The major reason is that IT infrastructures make HRMIS readily available for use not only to HRM department but also to any other stakeholder who can engage in HRMIS through a defined interface. In case of lack of IT infrastructures only a limited implementations of HRMIS is witnessed.

#### **5.3.5 The influence of the availability of fund on HRMIS**

Fund availability at Mpanda District Council was very problematic and could jeopardise successfulness of HRMIS implementation. On training fund availability, the results show that a deficit of about 80% in the training budget in 2015 which also

increased further to about 86% in the year 2016. On system maintenance and repair fund availability, the findings revealed a deficit of 32% on maintenance budget in 2015 and the deficit on maintenance budget grew to 70% in the following year of 2016. The budget for security was realised with 25% deficit in 2015 and without any deficit in 2016. However, the budget for security was very small of about Tsh. 200.000.00 each year.

Based on the findings of the study, the conclusion can be drawn that; Financial resources to a great extent determine not only whether the HRMIS is implemented but also determine the extent to which the HRMIS is adopted and continuously being used for the intended goals. No funds no training, no IT infrastructures, and no system maintenance and repair no update of the system which in turn jeopardises its implementation.

#### **5.4 Recommendations**

Based on the research findings and the conclusion the following recommendations were made relevant in order to establish the way forward: -

Firstly, top management support should be emphasised in HRMIS implementation. This is because priorities of HRMIS needs need to be considered in planning and budgeting so that funds for training and ICT infrastructures are made available.

Secondly, there is a great need to conduct timely system updates and repair in order to realise successful HRMIS implementation and reduce wastage of resources in replacing ICT infrastructures.

Thirdly, skills development especially for ICT technicians and HRMIS users should continuously be given priority. This will increase capacity of staff on using the system and maintaining it.

#### **5.4 Areas for further research**

Other areas for further research should focus on how the top management support can be mainstreamed in HRMIS in local authorities. Also, the areas of HCMIS - LAWSON operation challenges need to be covered.

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## APPENDICES

### Appendix I:

#### QUESTIONNAIRE:

Dear participant, I am Samson Z. Medda, a student pursuing Master of Science in Human Resource Management (MSc. HRM) from Mzumbe University Morogoro. As part of my Master's dissertation, I am conducting a research on Factors affecting successfully implementation of HRMIS in Local Government Authorities: The case of Mpanda District Council. This research is purely for academic purposes. All the information provided in this study will be kept confidential and anonymous. Your cooperation in this regard is highly appreciated.

#### SECTION A: PRELIMINARY INFORMATION:

Please read each question carefully and follow the instructions. Please answer all questions by filling or circling the number in the box that best describes your answer.

Organisation's name: .....

Respondent's designation (position): .....

Gender: (*Tick one*) Female ( ) Male ( )

Level of education: None ( ) Primary ( ) Secondary ( ) Tertiary ( ) University ( )

## SECTION B: SUCCESSFULNESS OF HRMIS

1. Do you think there are some improvements in effecting promotions to employees who are promoted since the installation of HRMIS in your organisation?

- a) Strongly Agree ( )
- b) Agree ( )
- c) Neutral ( )
- d) Disagree ( )
- e) Strongly Disagree ( )

2. Do you think Installation of HRMIS has brought about changes in Recruitment Processes?

- a) Strongly Agree ( )
- b) Agree ( )
- c) Neutral ( )
- d) Disagree ( )
- e) Strongly Disagree ( )

3. Does HRMIS have any impacts on employee data?

- a) Strongly Agree ( )
- b) Agree ( )
- c) Neutral ( )
- d) Disagree ( )
- e) Strongly Disagree ( )

4. Are there some improvements in Salary processing resulting from installation of HRMIS in your Council?

- a) Strongly Agree ( )
- b) Agree ( )
- c) Neutral ( )
- d) Disagree ( )
- e) Strongly Disagree ( )

**SECTION C: KNOWLEDGE AND SKILLS ON IT:**

*Tick the correct response.*

1. Have you ever been trained on how to use HRMIS?

Yes [ ] No [ ]

2. Are you among the users of HRMIS?

Yes [ ] No [ ]

3. Do you have knowledge and skills on how to generate various reports from HCMIS)?

a) I don't have [ ] b) I have little [ ] c) I'm a specialist in report generation [ ]

4. Does your organisation have IT professionals?

Yes [ ] No [ ]

5. If yes, are they competent enough to facilitate effectiveness of HCMIS?

Yes [ ] No [ ]

6. If **Yes**, why? Please explain;

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7. If **No**, why? Please explain

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8. Does your Organisation facilitate on job training to IT staff?

Yes [ ] No [ ]

9. Explain:

.....  
.....  
.....  
.....  
.....

10. Are there IT challenges facing successful implementation of HCMIS in your organisation?

Yes [ ] No [ ]

11. If yes, what are they? Please mention them below.

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.....  
.....  
.....

**SECTION D: TOP MANAGEMENT SUPPORT**

1. Do you think top management influence operations of HCMIS in your organisation?

Yes [ ] No [ ]

2. If yes, please explain in which way.

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.....  
.....  
.....

3. Are there any incentives offered by management to influence performance of HCMIS to employees?

Yes [ ] No [ ]

4. If yes, please mention those incentives offered in your organisation.

.....  
.....  
.....  
.....  
.....

5. Are there strategies used by top management to facilitate employees' performance in your organisation?

Yes [ ] No [ ]

6. If Yes, mention those strategies used to encourage employees' performance.

.....  
.....  
.....  
.....

**E: ICT INFRASTRUCTURES:**

1. Does your Organisation have well established ICT Infrastructures to support effective performance of HCMIS?

Yes [ ] No [ ]

2. If yes, mention some infrastructures established:

.....  
.....  
.....  
.....  
.....  
.....

3. If No, mention some areas where they lack.

**F: AVAILABILITY OF FUND:**

1. Does your Organisation allocate sufficient budget to support activities related to performance of HCMIS?

Yes [ ] No [ ]

2. If Yes, state some activities that are supported by your organisation and rough estimate of funds released.

.....  
.....  
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.....

3. If No, state the activities that were not done due to insufficient funds.

.....  
.....  
.....

*Thank you for your time!*

**Interview Guide**

Questions:

- i. Does HRO's at Mpanda District Council poses sufficient knowledge to use HRMIS fully?
- ii. What are the ICT problems associated with effective use of HRMIS at Mpanda DC?
- iii. Is there enough funds to facilitate effective implementation of HRMIS?
- iv. Does top management provide full support towards use of HRMIS?
- v. Do you think there are some improvements in effecting promotions to employees who are promoted since the installation of HRMIS in your organisation?
- vi. Do you think Installation of HRMIS has brought about changes in Recruitment Processes?
- vii. Does HRMIS have any impacts on employee data?
- viii. Are there some improvements in Salary processing resulting from installation of HRMIS in your Council?

**ORGANISATION STRUCTURE OF MPANDA DISTRICT COUNCIL**

**Appendix III:**

