

**THE INFLUENCE OF HUMAN RESOURCE INFORMATION  
SYSTEM ON DECISION MAKING IN LGAs:  
THE CASE OF LAWSON VERSION 9 IN KITETO DISTRICT,  
TANZANIA**

**By**

**Jorojick Paulo Daniel**

**A Dissertation Submitted in Partial/Fulfillment of the Requirements for  
Award of the Degree of Master of Science in Human Resource Management  
(MSc HRM) of Mzumbe University**

**2015**

## CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, **a dissertation entitled the Influence of Human Resource Information System on Decision Making in LGAs: The case of LAWSON Version 9 in Kiteto District, Tanzania** in partial/fulfillment of the requirement for the award of the Degree of Master of Science in Human Resource Management of Mzumbe University.

---

Major Supervisor

---

Internal Examiner

---

External Examiner

Acceptance for the Board of School of Public Administration and Management  
(SOPAM)

---

Chairperson, School Board

## **DECLARATION**

I, the undersigned Paulo Daniel Jorojick, hereby declare that this dissertation is my own original work and that all the sources I have used or quoted have been acknowledged by means of complete references. The work has not been submitted either in whole or part to any other University for a similar or any other degree award.

Signature \_\_\_\_\_

Date \_\_\_\_\_

## **COPYRIGHT**

This dissertation is a copyright material protected under the Berne Convention, the Copyright Act 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be reproduced by any means in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of Mzumbe University, on behalf of the author.

© Jorojick Paulo Daniel, 2015

## **ACKNOWLEDGEMENTS**

In the first place, I thank the almighty God for his guidance, protection and inspiration. Without his endless mercy and care I would not have been what I am today and achieved what I have at the present moment.

My sincere gratitude also goes to various individuals who supported me in this study from the proposal writing, data collection and subsequently to report writing. It is very difficult to mention them all.

First and foremost, a lot of thanks go to my supervisors, Dr. Orest Sebastian Masue and Mr. George Igulu, for their support, concern, guidance and persistent encouragement as well as scholarly constructive criticisms from the beginning to the completion of this study.

My thanks also go to lecturers at Mzumbe University for the knowledge they imparted on me and encouragement, without forgetting Library staff for supplying me with relevant study materials to make this document a reality.

I also thank the management and staff at Kiteto District Council for accepting my request and proposal to conduct my study at their organization. I appreciate their consistent material and moral support that in one way or the other contributed in the accomplishment of this dissertation.

I particularly thank my family for their care, spiritual, moral and material support from my primary and secondary education, which paved my way to higher education.

Lastly but not in order of importance, I extend my profound thanks to my fellow graduate students of Mzumbe University for their endless encouragement, support and advice that I got from them. Colleagues, I have nothing to pay you back for your contribution to the success of my study. God bless you all!

## **DEDICATION**

This dissertation is dedicated to my loving daughters Doreen, Juneck and Joylyn. 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 AND ACRONYMS**

E-HRM	-	Electronic- Human Resource Management
GOT	-	Government of Tanzania
HCMIS	-	Human Capital Management Information System
HoD	-	Head of Department
HoS	-	Head of Section
HR	-	Human Resource
HRHIS	-	Human Resource for Health Information System
HRIS	-	Human Resource Information System
HRM	-	Human Resource Management
HRMIS	-	Human Resource Management Information System
HRO	-	Human Resource Officer
ICT	-	Information and Communication Technology
IT	-	Information Technology
V 9	-	Version 9
LGAs	-	Local Government Authorities
MDAs	-	Ministerial Department and Agencies
ME	-	Microsoft Excel
MIS	-	Management Information System
MU	-	Mzumbe University
MSc HRM	-	Master of Science in Human Resource Management
PLANREP2	-	Planning and Reporting Database
PO-PSM	-	President's Office-Public Service Management
PSRP	-	Tanzania's Public Service Reform Programme
R	-	Respondent
SOPAM	-	School of Public Administration and Management
SPSS	-	Statistical Packages for Social Sciences

## **ABSTRACT**

With the increasing effect of globalization and technology, organizations have started to use information systems in various functions to improve their performance. One of the areas that are receiving technological attention is the human resources. There have been introduction, adoption and use of different human resource management systems in both private and public organizations. LAWSON V 9 is one of such information system that has been introduced in the Local Government Authorities in Tanzania. The main objective of introducing LAWSON V 9 is to have accuracy and timely provision of human resource information for managerial decision making. However since its introduction, there is limited empirical study on how it has influenced decision in the LGAs.

The objective of this study was to find how LAWSON V 9 has influenced decision making in LGAs. To achieve this objective the study had two specific objectives; first to explore the practices of LAWSON V 9 in LGAs and secondly to examine the influence of LAWSON V 9 on the quality of decisions made in Local Government Authorities.

The study adopted a case study design. Simple random and purposeful sampling techniques were employed to obtain a sample of 53 respondents. Data were collected using questionnaires, interview, observation and documentary review. Obtained data were analysed qualitatively and quantitatively by using narrative explanations and Statistical Packages for Social Sciences (SPSS).

The study found out that LAWSON V 9 plays a key role in human resource tasks. It captures, store, process and retrieve HR and payroll information from recruitment to retirement. LAWSON V 9 provided accurate data and timely information for HR/Administrators to make good decisions.

The study recommends that system infrastructure should be improved by introducing OPTIC FIBRE network to link the system with other systems like EPICOR 9.05, HRHIS and PLANREP3. Trainings to stakeholders and having employee self-service module in the LAWSON V 9 system to access their data with read only.

## TABLE OF CONTENTS

CERTIFICATION.....	i
DECLARATION.....	ii
COPYRIGHT .....	iii
ACKNOWLEDGEMENTS .....	iv
DEDICATION .....	v
ABBREVIATIONS AND ACRONYMS .....	vi
ABSTRACT .....	vii
TABLE OF CONTENTS .....	viii
LIST OF TABLES .....	xi
LIST OF FIGURES .....	xii
LIST OF APPENDICES .....	xiii

### CHAPTER ONE

1.0 Introduction .....	1
1.1 Background of the Study .....	1
1.2 Statement of the Problem .....	3
1.3 Objectives of the Study .....	4
1.3.1 General Objective.....	4
1.3.2 Specific Objectives.....	4
1.4 Research Questions .....	4
1.5 Justification of the Study .....	4
1.6 Scope of the Study.....	5
1.7 Limitation of the Study.....	5
1.8 Definition of the Key Terms .....	5
1.9 Organisation of the Dissertation.....	7
1.10 Summary .....	7

### CHAPTER TWO

LITERATURE REVIEW .....	8
2.0 Introduction .....	8
2.1 Theoretical Literature Review .....	8
2.1.1 Concept of Human Resource Information System.....	8

2.1.2 Resource Flow Model as a Model for HRIS .....	10
2.1.3 HRIS and e-HRM .....	14
2.1.4 Advantages of Using HRIS .....	14
2.1.5 Concept of Decision-Making .....	15
2.1.6 How HRIS Systems Help in Decision-Making .....	16
2.1.7 National Information and Communication Technologies Policy (2003) .....	17
2.3 Empirical Literature Review .....	18
2.4 Conceptual Framework of the Study .....	19
2.5 Synthesis (Gap) of Literature Review .....	20
2.6 Summary .....	21

### CHAPTER THREE

RESEARCH METHODOLOGY .....	22
3.0 Introduction .....	22
3.1 Research Design .....	22
3.2 Study Area .....	22
3.3 Study Population .....	23
3.4 Sample Size .....	23
3.5 Sampling Techniques .....	24
3.5.1 Simple Random Sampling Technique .....	24
3.5.2 Purposeful Sampling Technique .....	24
3.6 Characteristics of the Respondents .....	24
3.7 Data Collection Methods .....	26
3.7.1 Interview .....	26
3.7.2 Observation .....	27
3.7.3 Questionnaires .....	28
3.7.4 Documentary Review .....	29
3.8 Validity and Reliability of Data Collection Methods .....	29
3.9 Data Analysis Methods .....	30
3.10 Ethical Considerations .....	31
3.11 Summary .....	32

## CHAPTER FOUR

PRESENTATION OF THE FINDINGS .....	33
4.0 Introduction .....	33
4.1 The Practices of LAWSON V 9 in Local Government Authorities.....	33
4.2 Influence of LAWSON V 9 on the Quality Decisions in LGAs. ....	39
4.2.1 Relationship between Recruitment Process and Decision Quality .....	40
4.2.2 Relationship between Salary Deductions Process and Decision Quality .....	41
4.2.3 Relationship between Salary Payments Process and Decision Quality .....	42
4.2.4 Relationship between Retirement Process and Decision Quality .....	43
4.2.5 Relationship between Promotion Process and Decision Quality .....	44
4.2.6 Relationship between Leave Management Process and Decision Quality.....	45
4.2.7 Relationship between Training/Development Process and Decision Quality .....	46
4.3 Summary .....	47

## CHAPTER FIVE

DISCUSSION OF THE FINDINGS .....	49
5.0 Introduction .....	49
5.1 Practices of LAWSON V 9 in Local Government Authorities .....	49
5.2 Influence of LAWSON V 9 on the Decision Quality in LGAs.....	50

## CHAPTER SIX

SUMMARY, CONCLUSIONS AND POLICY IMPLICATIONS.....	55
6.0 Introduction .....	55
6.1 Summary .....	55
6.2 Conclusions .....	56
6.3 Recommendations .....	57
6.4 Implications of the Findings.....	58
6.4.1 Theoretical Implications.....	58
6.4.2 Implications for Policy and Practice .....	59
6.5 Limitations of the Study and Suggestions for Further Research.....	60
REFERENCES .....	61
APPENDICES .....	66

## LIST OF TABLES

Table 3.1: Units of analysis and sample composition .....	24
Table 3.2: Socio - Demographic profile of the respondents.....	25
Table 3.3: Types of data requirements and data collection methods .....	26
Table 4.1: Practices of LAWSON V 9 in Local Government Authorities.....	35
Table 4.2: Favourable responses in influence of LAWSON V 9 on decision-making ...	39
Table 4.3: Relationship between recruitment/selectionand timely decision .....	40
Table 4.4: Relationship between recruitment/selection and accurate decision .....	41
Table 4.5: Relationship between salary deduction and timely decision.....	41
Table 4.6: Relationship between salary deduction and accurate decision .....	42
Table 4.7: Relationship between salary payment and timely decision.....	42
Table 4.8: Relationship between salary payment and accurate decision .....	43
Table 4.9: Relationship between retirement and timely decision .....	43
Table 4.10: Relationship between retirement and accurate decision .....	44
Table 4.11: Relationship between promotionand timely decision .....	44
Table 4.12: Relationship between promotionand accurate decision .....	45
Table 4.13: Relationship between leave managementand timely decision .....	45
Table 4.14: Relationship between leave management and accurate decision .....	46
Table 4.15: Relationship between training/development and timely decision.....	46
Table 4.16: Relationship between training/development and accurate decision.....	47
Table 4.17: Summary of the results.....	48

## LIST OF FIGURES

Figure 2.1: Resource Flow Model as Model for HRIS .....	11
Figure 2.2: Research Conceptual Model .....	20
Figure 5.1: Proposed LAWSON V 9 Model .....	54

## **LIST OF APPENDICES**

Appendix I: Letter of Introduction, Mzumbe University .....	66
Appendix II: Permit to Conduct a Research, Kiteto District.....	67
Appendix III: Map of Kiteto District, Tanzania.....	68
AppendixIV: Questionnaires .....	69
Appendix V: Interview Guide .....	72

## **CHAPTER ONE**

### **1.0 Introduction**

This chapter introduces a reader to the background of the problem, statement of the problem, objectives of the study (general and specific objectives), research questions, and significance of the study, scope of the study, limitations of the study, definitions of key terms and organization of the dissertation.

### **1.1 Background of the Study**

Organizations operate in a dynamic environment which is characterized by uncertainties and stiff competition. One of the factors impacting in this situation is the development in information technology and information systems. As such organizations are investing on Information Technology and increasing the use of technology in their operations. According to Kassim and his associates (2012) the salient factor impacting organizations and employees today is technological change. This can be seen in areas such as computer supported work, overall changes in labour force skills, and changes in organizational structure. Information technology allows organizations to improve its operations, deliver products/goods and services and enjoy competitive advantages over the other (Kassim et al., 2012).

In today's organizations the importance of human resource cannot be underestimated. Human resource is considered as one of the key resources in the success of any organizations. Troshani et al (2011) argue that in today's knowledge economy, organizational success depends heavily on the performance of their human resources (HR). They extends that the growing importance of human resource and increasing size of the organizations has necessitated the need for an effective and efficient mechanism of maintaining employee related data and production of appropriate reports needed by managers to make decisions. Human resource is on a new era where the role of human resources evolves from a production factor to valuable and inimitable resources. Kassim et al (2012) adds that the role has also shifted towards a significant contribution in the strategic management of the organization. There is the need for appropriate HRIS in the organisation (Troshani et al., 2011).

HRIS is a system that is considered to be a part of an organization's management information systems. Its main purpose is to collect, analyze, and use the information necessary to help HR department to do its job properly. Most of the previous researches on HRIS define it as a system used to acquire, store, manipulate, analyze, retrieve, and disseminate information regarding the human resources within an organization (Kavanagh et al., 1990). This has led organizations to rely heavily on HRIS as it helps them to increase their HRM effectiveness (Troshani et al., 2011), to improve their administrative efficiency, organizational performance, and change the way they are managed (Troshani et al., 2011; Kassim et al., 2012).

Human resource information system is considered to be a part of the overall organizational information system which is created to help an organization to perform better. HRIS can help organizations to improve their efficiency in delivery of services. They added that it can also improve decision making process through faster and more accurate information (Kassim et al., 2012).

Since mid-1990s the Government of Tanzania introduced a number of initiatives to reform the public service/sector. The main aim of such initiatives has been to improve the effectiveness and efficiency of the public service to the public.

Tanzania's Public Service Reform Programme (PSRP) phase II recognized the opportunities and challenges presented by information and communication technology (ICT). In this set up, the President's Office, Public Service Management (PO-PSM) established national ICT Policy, which was approved by Cabinet in March 2003 for the purpose of promoting good governance, transparency and accountability.

In 2011 the Government introduced Human Capital Management Information System (HCMIS) to its Ministries, Departments and Agencies (MDAs) and Local Government Authorities (LGAs). The aim is to reduce the manual or traditional workload of the administrative activities (to shift from paper based records) and to enable human resource officers to maintain employees' information using application software.

## **1.2 Statement of the Problem**

In Tanzania public sector/organisations, Human Capital Management Information System (HCMIS) is the system used in administering human resource data. It is one of the decision support systems which support a process of making decisions, it allows a decision maker to retrieve data and test alternative solutions during the process of problem solving or decision making. Decision making in any organization or institution should base on information that is accurate and timely.

The main objective/usefulness of any Decision Support System is to assist managers to make good decision from sources of information. The system provides relevant data/information needed by managers to make decisions.

Introduction of LAWSON V 9 in Local Government Authorities meant to assist managers/administrators in LGAs and other related organisations to make good decisions, that is decisions based on relevant data that is accurate and timely.

However, since the introduction of LAWSON V 9; limited studies have examined its adoption within Tanzania public organizations and how it works. Kalikawe (2010) conducted his study at National Housing Corporation on the effectiveness of human resource information system in parastatal organizations in Tanzania. The study revealed that originally organization used information system to produce pay slips, payroll reports and maintain personnel records. On the other hand, Magenda (2011) conducted a study on an investigation of problem facing application of HRIS at Institute of Judicial Administration (IJA) Lushoto. The study found that network failure is the major problem in application of HRIS.

So far, no systematic study had looked on its influence on decision making. This study is undertaken to address this limitation and sought to find out how human resource management information system (LAWSON Version 9) has influenced decision making in Local Government Authorities.

## **1.3 Objectives of the Study**

This section contains two types of objectives namely as general objective and specific objective(s).

### **1.3.1 General Objective**

The main objective of the study was to find the influence of LAWSON V 9 on decision making in the Local Government Authorities.

### **1.3.2 Specific Objectives**

The specific objectives of the study are:

- i. To explore the practices of LAWSON V 9 in Local Government Authorities.
- ii. To examine the influence of LAWSON V 9 on the quality of decisions made in LGAs.

The quality is measured by looking at the accuracy of the data required for the decision and the timing of the decision.

### **1.4 Research Questions**

The study seeks to answer the key question:

How the use of LAWSON V 9 has influenced decision making in Local Government Authorities?

The study addressed three research questions which are bit more specific:

- i. How is LAWSON V 9 used in the Local Government Authorities, what LAWSON V 9 can do?
- ii. What is the contribution of LAWSON V 9 in improving the quality of decisions made in the LGAs?
- iii. In what ways LAWSON V 9 has hampers the quality of decisions made in the LGAs?

The HRs made decision based on recruitment and selection, promotion, annual leave, salary, termination, training and development of employees.

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

Thus far there has been insufficient study on the influence LAWSON V 9 has on decision making in Local Government Authorities in Tanzania. There is a vast knowledge gap as to how LAWSON has assists HRs to make quality decisions particularly in Kiteto context. Therefore, this study attempt to bridge the knowledge

gap by examining how LAWSON V 9 influences decision making in terms of accuracy and timely.

Another justification for conducting the study is to provide an inclusive understanding of the influence of LAWSON V 9 on decisions making and to provide theoretical basis for future researches as well as practical implications for managers/administrators and the human resource (HR) professionals in service delivery.

### **1.6 Scope of the Study**

Specifically, the study looked on the influence the Human Capital Management Information System (HCMIS) has on administrators' decisions in Tanzania Local Government Authorities, particularly Kiteto District Council.

### **1.7 Limitation of the Study**

The study investigated the influence of LAWSON V 9 in decision making in LGAs. The study was conducted in Kiteto District Council, Manyara Region and hence the research findings may not necessarily be generalized to all LGAs in Tanzania. The study was further narrowed down to the top management, HoDs, HoS and some headquarters staff members from which primary data was obtained. This also posed a limitation since there was delay in returning the completed questionnaires as a result, some of the staff members trying to meet the deadline in completing their weekly/monthly report. Unfamiliarity of LAWSON V 9 concept to some of the respondents was also a problem; a researcher explained the topic by direct talking.

### **1.8 Definition of the Key Terms**

**Information** is the result of analysis and communication of data in a form that is useful to recipients. According to Wigand et al (1997) information is the output of the processed and analysed data in some meaningful way.

**Information management (IM)** is the collection and management of information from one or more sources and the distribution of that information to one or more audiences. It entails gathering of data from different sources and operating in order to provide the necessary information to make administrative decisions. This sometimes involves those

who have a stake in, or a right to that information from the creation, storage, retrieval and disposal.

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

**Human Capital Management Information System (HCMIS)** is a computerized skills inventory for acquiring; storing, analyzing and controlling the flow of HR related information throughout an organization. It helps in the collection of information on aspects of work life as diverse as salary, payroll, compensation, leave, accidents, superannuation-deduction for pension and other employee benefits (HCMIS user manual, 2011).

**Decision** is a choice or judgment that you make after a period of discussion or thought. According to Singh (2002) decision is a choice made between two or more available alternatives. A good decision is the result of the choice of the best alternative.

**Decision making** is the process of selecting an alternative course of action that solves a problem (Lussier, 2011). Decision-making is considered as an inseparable part of management and is reflected in all other duties of a manager. By making decision, managers attempt to reduce the gap between the present and the desired situation (Alvani, 2015). Decision-making within the context of this study is referred to HRM functions of recruitment/selection, salary administration, promotion, leave management, training/development, deductions and termination.

**LAWSON** is an International Company that delivers software and implementation services to 4000 customer sites in manufacturing, distribution and services industries across 40 countries. For the purpose of this study, however, we used the term LAWSON V 9 to refer to Human Capital Management Information System (HCMIS). A computerized system or software designed to manage the organization human

resources. LAWSON V 9 is a common or popular name used in Tanzania public organizations.

**Local Government Authorities** this are the administrative areas which are under Prime Ministers' Office established by the Local Governments Act 1985, Ordinance Cap. 333.

### **1.9 Organisation of the Dissertation**

This dissertation is organised into five chapters. Chapter one primarily focuses on the problem setting/introduction. Chapter two dwells on the literature review focussing the theoretical perspectives and empirical evidence. Chapter three is dedicated to research methodology. This chapter covers all necessary methodologies from selection of the theoretical paradigm to validity and reliability. Chapter four dealt with presentation and analyses of the findings. Chapter five is on discussion of the findings, and this has been arranged according to the contexts of the research objectives. Chapter six is for synthetic summary, conclusion, recommendations and policy implications. In addition there are two items attached to this report, namely the references and appendices.

### **1.10 Summary**

Information Systems add value to an organisation enhancing accuracy and effectiveness of daily activities. HRIS is one of the Information Systems that facilitates decision making. Even though HRIS facilitates decision making, some organisations are unable to make proper use of it due to various problems such as lack of support through the existing system, lack of knowledge or because of dependence on the traditional methods. This research study mainly aims to find out whether the LAWSON V 9 has influence on decision making processes through recruitment and selection, promotion, leave, salary, training and development processes. Research questions were formulated to tackle the objective of the study.

The study had only covered one district in Tanzania. Limitations of the study were discussed and clear explanations of the key words used in the dissertation were given in this chapter. The study might provide theoretical bases for future researchers as well as practical implications for human resource professionals.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents a review of the relevant literature on human resource information system and decision making. The Literature review forms the framework on which research is based; it helps to develop a good understanding and insight into relevant previous researches and emerging trends. The chapter reviews both theoretical and empirical literature drawn from various studies. Under the theoretical section, the chapter describes the concept of HRIS followed by the model of HRIS. It then examines the uses and advantages of HRIS, and the concept of decision making. Later the conceptual framework and synthesis of the reviewed literatures (research gap) is presented.

#### **2.1 Theoretical Literature Review**

This section provides different theories and concepts relating to human resource information system and decision making. The theories discussed in this section are information management theory and decision making theory. The study looked on the statutory and legal frameworks for information management in the Tanzania environment.

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

Human resource is the term that is commonly used in organizations. It refers to the individuals or employees or workforce within an organization responsible for performing the tasks given to them in order to achieve goals and objectives of the organization (Bhattacharya, 2010). Human resources join the organization through the process of human resource management. This process involves acquisition, maintenance, development and termination of employees. In order to undertake properly the human resources functions, organizations need appropriate and relevant data and information.

According to Kavanagh et al (1990), human resource information system is a system used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organization's human resources. HRIS facilitates the provision of quality information to management for informed decision making. HRIS is a medium that helps HR professionals to perform their job roles more effectively and to support decision making.

Because of the changes that are taking place in organizations, HRIS are integrated systems with the objective to provide information for decision making on human resources. Management rely on HRIS systems in the decision making process about human resources in the organisation. The base of their decisions are from databases that are used for collecting, storing, searching and manipulating data on employees and other data related to human resources (Gupta, 2006).

Therefore, it is important for human resource management (HRM) to be comprehensive, of high quality, fast, flexible and in line with upcoming trends, because it is one of the parameters of successful business. Use of information and communication technology becomes an imperative for HRM as well as the other activities in the organisation.

HRIS includes systems and processes that connect the function of HRM and information technology. HRIS, as human resource information system, has direct implementation in HR department and employees in this department who are the users of the system.

Data collected within the HRIS provide a mechanism for management decision support. With proper HRM, organisations are able to provide information that has impact for the entire business. The information includes new hire, promotion, annual leave, salary change, training, turnover rates. Numerous studies have offered evidence supporting the recognition of the role of HRIS systems in support strategic decision making. For this reason, there has been a dramatic increase in the use of HRIS systems in companies, over time. For example, Bhattacharya and Lower (2010) reported that the use of HRIS is in constant increase over the years. Obviously, the use of HRIS solutions raised sustainable development.

On the other hand, HRIS like other information systems must be flexible and adaptable to changes. They have to follow the development of the organization in order to satisfy all existing and new needs. On the other hand, if the company does not follow trends in the field of information and communication technology, it can have a problem with inefficient or insufficiently effective HRIS (Bhattacharya, 2010).

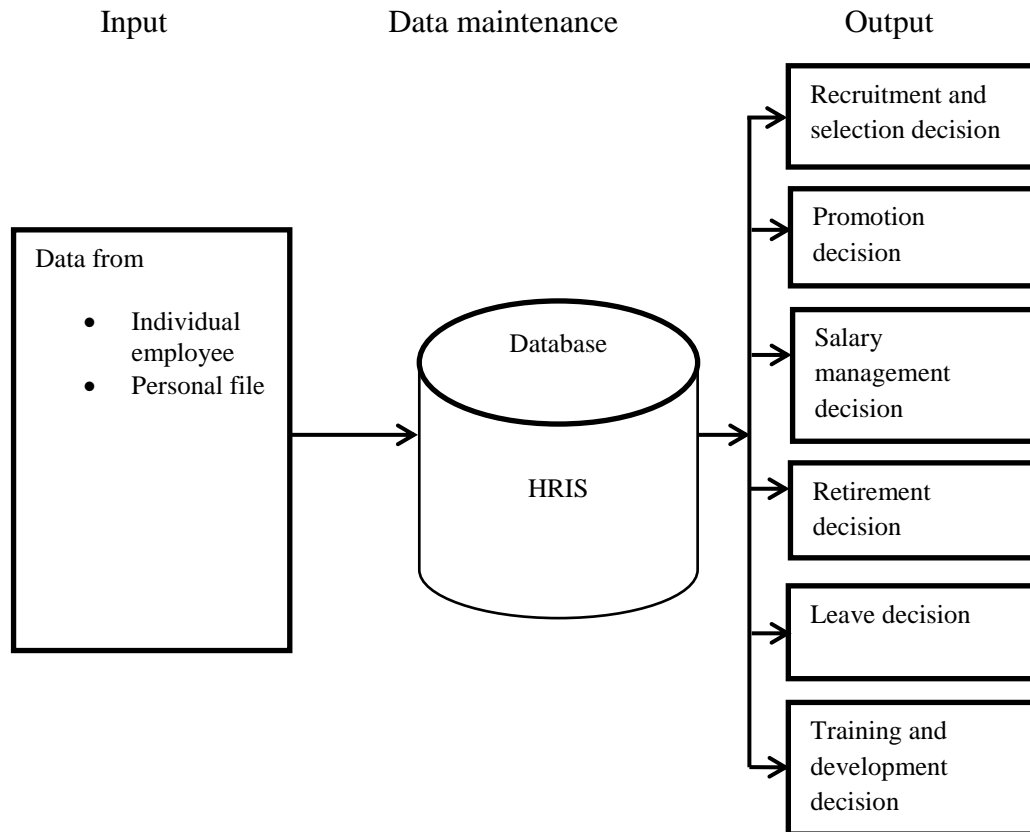
### **2.1.2 Resource Flow Model as a Model for HRIS**

Resource flow model states that organization success depends on the interaction between the flow of information, materials, money and manpower (Beadles, 2005). Application of resource flow theory in HRIS focuses on the flow of human resources information through the organization. It recognizes that the organization environment provides training, promotion, recruitment, termination and evaluation. The task of HRIS is to gather data that tracks this human resource flow. Store the data until it is needed, and use the data to produce the information that enables to monitor the flow.

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

Resource Flow Model components as illustrated in Figure 2.1 consists of three subsystems namely data input, a database, and output. The system devoted to transform the data into information and making it available to users for better decision making.

Figure 2.1: Resource Flow Model as Model for HRIS



Source: Modified from McLeod and Schell (2007) by Researcher, 2015

### **Input**

The input data is obtained from both individual employee and personal file within the organization, such as date for recruitment or date for last promotion. Then the collected data are entered into the database (McLeod and Anctis, 1995).

### **HRIS Database**

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

## **Output**

The output consists of various types of information for decision making such as recruitment information, promotion information, salary administration (payroll) information, retirement information, attendance information as well as training and development information. All these information are used by HR officers to make proper decisions.

As Figure 2.1 shows, HRIS systems offer many administrative and strategic advantages for in time informed decision making. According to Pattanayak (2008), HRIS system allows the analysis of HR data in such a way that it provides management with information about people and their jobs for effective and efficient services:

### **i. Recruitment and Selection**

An organization hires people because it has a need to fill position to ensure that it continues to operate efficiently and within the budget constraints. Therefore a fundamental aspect of an HRIS should be to record details of the organizational requirements in terms of positions. A human resource information system can be used to connect employee in the required positions and keep track and establishing staff numbers using either reports or online enquiries. This encompasses information about each employee, such as name, address, date of join the organization and information about next of kin and family. The facility should allow the user to maintain a number of addresses, local postal address and the address of the next kin.

### **ii. Salary Administration**

Salary administration is an important function of the human resources department. It involves computing the correct amount of salary for each employee monthly/yearly. A good human resources information system presents a report suitable for salary management. The report should give the details of present salary; last increase, proposed increase and deductions to be taken each month.

**iii. Leave/Absence Recording**

An essential requirement of HRIS is to provide a comprehensive and accurate method of controlling leave/absence. A fundamental aspect of leave management is to maintain a complete leave history for each employee with the ability to increase entitlement according to leave rules. Every employee entering/leaving the gate will be swiped through and timing logging in/ logged out. This avoids manual effort in recording data and calculating wages for employees with any possibility of errors by oversight/malpractice.

**iv. Promotion**

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

**v. Retirement**

Human resource information system should record terms of employment contracts, such as permanent and pensionable. A contract of employment may terminate automatically when the employee reaches the agreed or normal age of retirement. In other words, it may be an implied term of an indefinite contract that the contract terminates on retirement. The normal retirement age is between 55 and 60 years of age for Tanzania public servants. Employer can trace the number of employees who are going to retire in a particular financial year.

**vi. Training and Development**

Human resource information system should consider the training and development needs of an employee, with the ability to record and enquire about courses completed, those underway and any protected courses. This enables any gaps in training to be identified and also allow training cost to be used for recording the details of training imparted to various employees.

### **2.1.3 HRIS and e-HRM**

In an organisational context, the Internet makes it possible for an organization to automate HR processes. Various existing HR functions, applications or services can virtually be transformed to Web-based ones (Ngai et al, 2006). More and more HRM systems today are being changed to e-HRM systems, mainly due to the advent of internet technology and the emerging concept of business intelligence (Zhang and Wang, 2006). Reddic (2009) addressed the effectiveness of HRIS and he concluded that most of the web based HR are currently providing information that can be stored in the information system for immediate or future use. Ngai et al (2006) pointed out that web-based recruitment, training and performance evaluation are functions supported by e-HRM.

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.

### **2.1.4 Advantages of Using HRIS**

In situation when administrative and HR department tasks become too large, the implementation of HRIS is solution to the problem. Companies, regardless of the size have already recognized the benefits of HRIS so they continuously improve software packages (Hendrickson, 2003; Beadles et al, 2005 and Kovach, 2002). HRIS applications are further used for general administrative purposes that reduce processing costs and time, and decision-support applications that assist HR managers, non-HR managers, and employees to make better decisions. The key was to focus on making better decisions, not just producing data faster.

According to Kovach et al (2002) HRIS advantages are described as follows:

- i. Increase of overall decision making efficiency and streamlining and enhancing the efficiency and effectiveness of HR administrative functions.

- ii. The ability to update databases in real time, on the basis of all changes with all necessary information and opportunities for different reports.
- iii. Elimination of paper forms that are much slower and with much higher probability of errors and encouraging making decisions and initiatives on the basis of information obtained in the HRIS system.
- iv. Increased employee satisfaction in HR department because the easiest and efficient execution of the tasks and services delivered more quickly and accurately.
- v. Reducing the time required for desired information, those are available in the HRIS system.

### **2.1.5 Concept of Decision-Making**

Decision making is a fundamental part of management. According to Alam (2008) decision-making is to make a choice or judgment about something, especially after a period of not knowing what to do or in way that ends in disagreement. The art of decision-making provides us a variety of approaches, methods and techniques helpful and useful for making high quality of decision. A decision maker, as an individual, or as a member of formal organization with his own philosophy and perception of the organization, selects for optimizing values within the constraints imposed by the organization (Varshney, 1997). Right decisions give direction for a right course of action. Decision-making function involves analyzing the current situation, identifying goals, deriving objectives from goals, formulating policies, developing effective strategies or courses of action, and allocating resources. All of these activities undertaken by administrators involve a focus on decision-making and problem-solving. In all of them, information is paramount.

Kovach et al (2002) believes that good management can be defined in terms of good coordination of an organization's employees. Decision making is one of the first and crucial steps in management (Mullins, 2000). Managers need continuous flow of quality information in order to make appropriate decisions. Information must be available, accessible on time and should contain the best amount of details consistent with effective decision making.

Thus, manager should have accurate information before making any decision. Managerial decision-making affects employee morale and has a direct effect on employee retention. Bad decision-making can not only cause problems with the employees, but it can also have a negative effect on the company's bottom line (Anderson, 2013). When making decisions in any organization or institution, it is better that the decision be based on enough information. To take a good decision, information is vital. Without making decisions, the organizations' system will not be efficient and effective in its operation (Anderson, 2013).

#### **2.1.6 How HRIS System Help in Decision-Making**

HRIS has evolved from the Office Automation System tool of 1980s to a modern tool that includes the features of transaction processing system, decision support system, and communication system (Reddic, 2009). In addition, the new generation and features of HRIS system have significantly reduced the administrative burden from the HR. It has helped the HR function to align itself with the company's core business strategy as a true business partner. HRIS systems help organizations in decision-making and HR planning in following ways:

- i. **Availability of information on wide range of data:** Today companies have started integrating HRIS system to other HR systems, such as payroll, leave, travel and expense, time and attendance, career planning, and skills inventory to store, retrieve, update, classify, and analyze data easily. The integration of data with other systems has enabled HRIS to provide detailed information on mostly all HR systems. With improved access to metrics, faster information processing, and greater information accuracy the fast decision making and better HR planning is made possible for decision makers.
- ii. **Human resource analysis:** HRIS system allows human resource analyses, which are the basis of HR planning and most business decisions making. The organizations make many business decisions on the basis of the capabilities of their employees and many decisions to make their workforce happy and skillful. To improve their HR resource, company's management can design effective

programs to improve employees' and company's performance and build a happy workforce.

- iii. **Quick reports:** HRIS offers ability to quickly run reports, which allows the Chief Executive Officers and management of the company to take important decisions concerning employees and the areas that affect company's business as a whole. For example, HRIS reports can show real-time data and provide quick information on return of investments made on human capital and trainings provided to employees. They help you find out the cost per hire, the cost of healthcare benefit on each employee, and the pay benefits as a percentage of operating expense. This can be further drilled down to locations, business units, functions and departments in a variety of ways.
- iv. **Forecasting and Planning:** The input of HR analysis can be transformed into predictive feedback about organizational future needs. HRIS is used to forecast future workforce demand to initiate recruitments for vacant positions to maintain a high service, forecast turnover in service delivery positions, and understand requirement to conduct trainings to manage succession planning and to build a skilled workforce in advance. Thus, the new advancements in HRIS systems have helped the top management of companies to gain greater visibility into human capital and financial resources for better decision-making.

### **2.1.7 National Information and Communication Technologies Policy, (2003)**

The National ICT policy provides the framework upon which ICT could be effectively used in Tanzania in order to enable Tanzanians participate effectively in the knowledge economy. It spells out priority goals and objectives, which will facilitate the integration of ICT in national development by improving people's livelihoods and creating an informed society which will participate in the emerging information society.

The policy states that the government will be a model user of ICT by deploying ICT systems, within the public administration arena so as to improve efficiency, reduce wastage of resources, enhance planning and raise the quality of services provided to the

citizens. However, LAWSON V 9 system was one of the ICT systems introduced within public sectors so as to put in reality the repercussion of the ICT policy.

### **2.3 Empirical Literature Review**

This part of the study explores and presents findings from other studies on the contribution of HRIS as a human capital management information system in organizations.

Fabunmi and Erwat (ab. 2007) in an undated article on the effectiveness of decision making of administrative staff in tertiary institutions in Nigeria, found that information acquisition and information management capacities whether taken separately or jointly made significant contributions to the decision-making effectiveness.

So, information is a vital tool that should be taken seriously in decision making processes, be it in an institution or in an organization. The traditional study of decision making has taken a linear approach to policy making, whereby collecting information precedes a clear-cut decision in the logical sequence of actions. The intensity of decisions may not be known until the application of that decision. Looking backwards decision has been taken, but at the time it was taken, nobody was aware of it, it was not seen as a serious matter. Processing of information does not always happen within a clearly defined organizational routine (Moynihan and Pandey, 2005).

Furthermore, study of Mwanyika (2009) who conducted a case study on assessment of the role and performance of HRIS revealed the pure administrative use of HRIS and its strategic use. Ultimately the goal of both is to increase organizational value HRIS is used in the day to day operations and it is usually in the form of record that holds employees information. Strategic HRIS consists of tools to assist in decision making. For example, it includes those associated with recruitment and retaining employees.

Moreover, Kalikawe (2010) conducted his study at National Housing Corporation on the effectiveness of human resource information system in parastatal organizations in Tanzania. The study revealed that originally organization used information system to produce pay slips, payroll reports and maintain personnel records. Due to ICT many organization has gone beyond this tradition functions and have developed CHRMIS

which supports function such as recruitment and selection, job placement, performance management, employee benefit analysis, training and development, health safety and security. Many organizations in Tanzania still use the tradition paper based on HRIS that have same draw backs despite serving their purpose.

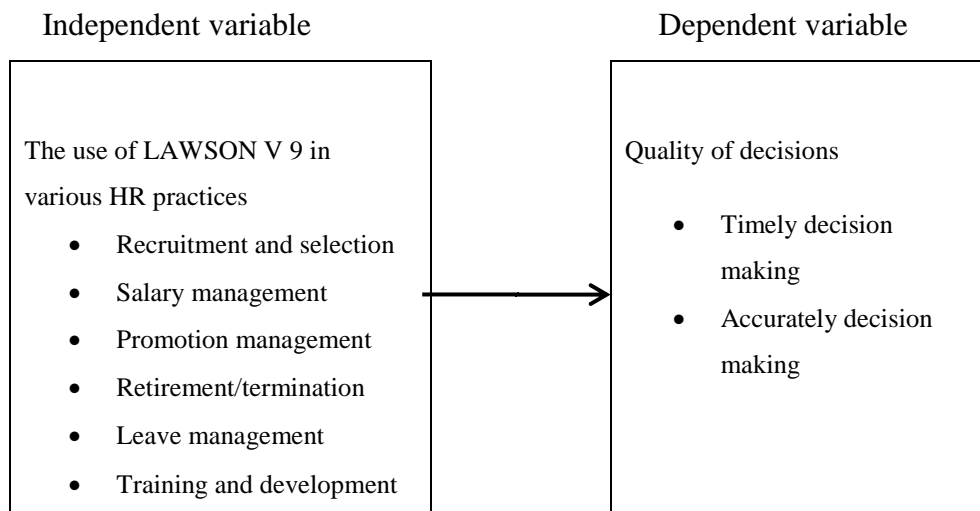
On the other hand, Magenda (2011) conducted a study on an investigation of problem facing application of HRIS at Institute of Judicial Administration (IJA) Lushoto. The study found that network failure is the major problem in application of HRIS. The study recommended that the historical problem related to the sharing of data and process over a network could now be managed by means of the universal set of technology tool. This in turn meant that anyone in the organization with access to a personal computer and an internet connection would now use self-service tool. It enables line managers and employee to access and update. So far, the effective HRIS application is still a problem experienced in many organizations.

#### **2.4 Conceptual Framework of the Study**

This section provides for the conceptual framework for the justification of this study. From the reviewed literatures and the writer's initiatives, it has been found that there are two variables which deem as suitable for this study.

The primary independent variable of interest in this particular study was the LAWSON V 9 with sub-variables recruitment and selection, salary management, promotion management, retirement/termination, leave management, training and development. These variable and sub-variables are assumed to have direct influences on the decision quality. LAWSONV 9 was regarded as independent variable and decision making on the subject of the quality of decision made was referred as dependent variable. LAWSON V 9 as depicted by Figure 2.2 has direct influences on the timeliness and accurateness of the decision-making.

Figure 2.2: Research Conceptual Model



Source: Researcher Constructs, 2015

### **Dependent variable**

The dependent variable in this chapter – decision quality is measured by looking on the accuracy and timeliness of the decisions made by HR executives in Local Government Authorities.

### **Independent variables**

These are the same variables as those used in the previous empirical chapters: recruitment and selection, salary management, promotion management, retirement, leave management and training/development, each being measured using Likert-type scales (five point scale) ranging from 1-5, implying strongly disagree to strongly agree degree of use of LAWSON V 9 in decisions based on HR practices.

## **2.5 Synthesis (Gap) of Literature Review**

From the different literatures reviewed it has been revealed that most of the prior studies based on human resource information systems and decision making in organizations. Implementation, effectiveness, availability, uses and challenges of human resource information systems are the most focused issues in previous studies. The review has shown that nothing was reported on the how LAWSON has influenced managerial decision making in LGAs.

Therefore it is in this instance (research gap) that adds for the need to conduct the study on the influence of human capital management information systems (LAWSON Version 9) on managerial/administrative decision making in Tanzania Local Government Authorities, particularly in Kiteto District Council.

## **2.6 Summary**

HRIS is one of the information systems which transformed the role of the HR department and HR records for employee promotion, retirement, recruitment and selection, leave, payroll and training and development. HRIS has benefited organizations improvements in the accuracy, cost saving, timely and quick access to HR information. This has in return increased competitive advantage of the organization.

The model (Figure 2.1) provided a good framework of HRIS components. It follows the three main concepts of system such as inputs, processes, and outputs addressing the wide variety of HRIS applications as well.

Introduction of LAWSON V 9 in Local Government Authorities meant to assist managers/administrators in LGAs and other related organisations to make good decisions, that is decisions based on relevant data that is accurate and timely.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter describes the methodological approach that was used in this study that include research/study design, population of the study, sample size and sampling procedures, data collection instruments and analysis techniques.

#### **3.1 Research Design**

This study adopted explanatory case study design to give a detailed examination of the research problem. It involves an in-depth study of an individual, organisation or even a community (Aina, 2002). Wiersma and Jurs (2009) commented that case study design allows the flexibility of data collection methods and techniques from a variety of sources within a short period of time with minimal financial implications to suit the study.

The study used mixed method approach. Quantitative phase was used to collect facts and study the relationship of one set of facts to another relevant for addressing research questions. After that, qualitative phase involved conducting in-depth interviews to provide answers for the proposed research questions.

The rationale for choosing the mixed methods approach was to provide a general understanding of the research problem through combining quantitative and qualitative methods. The strategy of introducing qualitative research right after gathering quantitative data enhances complementarities. That is, it elaborates, enriches, illustrates and clarifies the quantitative results from the quantitative results (Wong et al, 2013). Mixed methods research using sequential design allows one to explore the quantitative results in more detail and to address emerging issues, particularly unexpected findings and increasing the trustworthiness of the findings.

#### **3.2 Study Area**

The study was conducted at Kiteto District Council in Manyara Region. The council was established under Local Government (District Authorities) Act, 1982. It is one of

the six district councils in the region. It covers an area of 16,685 square Kilometers, which is about 34.1% of the whole area of Manyara Region. The District is bordered by Simanjiro District in the North, Kilindi District in the East, Gairo and Kongwa Districts in the South, Chamwino and Chemba Districts in the west, (Appendix III).

Administratively the District is divided into 7 Divisions, 23 Wards, 67 villages and 210 sub villages. Kibaya Town is the headquarters of the District. The Town is situated on the remote tip of Manyara region, 210 km from Babati the regional headquarters, 365 km from Arusha City, 193 km from Dodoma, 105 km from Kondoa and 270 km from Korogwe Town. According to the population and housing census held in the year 2012, Kiteto District Council had a total population of 244,669 (120,233 Males and 124,436 Females). The population has increased by 61% and it has been increasing at an average of annual growth rate of 6% as compared to 5.2% of 2002.

In this study, Kiteto District Council was selected randomly because was one of the LGAs in Tanzania introducing and implementing LAWSON V 9 in its operation as directed by central government and thus an in-depth study on the practices and influence LAWSON V 9 has on decision as a tool for decision-making was done.

### **3.3 Study Population**

The population of the study included a total of 176 employees of Kiteto District Council, comprising a district director, heads of department and heads of section and staff members who are working within council headquarters. These were selected on the basis of their duties in the organization. They were the stakeholders in decision making in different levels and sometimes victims of the decisions.

### **3.4 Sample Size**

The sample of 53 respondents was selected, comprising 1 district director, 13 heads of department and 6 heads of section and 33 staff members who are working within the headquarters of the Council. However, a sample selected was approximately 30% of the total study population. This is in line with Krishnaswami (2002) who recommends a population sample of 30% as being representative enough of the entire population.

Table 3.1: Units of analysis and sample composition

Category involved	Sample size planned	Actual	%	Technique for selecting the sample
District Executive Director	01	00	00	Purposeful
Head of Departments	13	09	69	Purposeful
Head of Sections	06	04	67	Purposeful
Staff members	33	29	88	Simple random
<b>Total</b>	<b>53</b>	<b>42</b>	<b>79</b>	

Source: Field data, 2015

### 3.5 Sampling Techniques

Researcher used both probability and non-probability sampling techniques to get the reliable data. In probability sampling, a researcher used simple random sampling technique and in non-probability sampling a researcher used judgmental (purposive) sampling technique.

#### 3.5.1 Simple Random Sampling Technique

This sampling technique was used to select a sample of 33 respondents from staff members using random numbers to avoid having some bias, because each and every member in the population had an equal chance of being chosen.

#### 3.5.2 Purposeful Sampling Technique

This sampling technique was used to select a sample of 20 respondents. District director, heads of department and heads of section were included. This is because these respondents were considered knowledgeable and had the required information about the problem under study. Also, the technique is quick for selecting the samples and less expensive.

### 3.6 Characteristics of the Respondents

In this study a total of 42 (Male 25, Female 17) respondents participated. As indicated in Table 3.2 the number of male respondents was more than the number of female respondents. However the difference was small whereby male respondents were 59% of the sample whereas females represent 40% of the sample. Furthermore, 38% of the participants had the age between 36 and 40, 33% age above 40, 24% had age between 31 and 35, while 5% had the age between 26 and 30. As far as education was

concerned, 45% had bachelor degree, 14% had either master degree or advanced diploma, 19% had diploma while 7% had certificate. In terms of work experience, 45% had worked for more than 12 years, 28% had worked for 10-12 years, 9% had worked for 7-9 years, and 14% had worked for 4-6 years, while 2% had worked for 1-3 years. However in terms of job positions, 35% respondents were administrative officers while 30% fallen under other category of staff members who are considered as the major victims of the decision made. 14% respondents were heads of department and 9% were heads of section. 9% of the respondents represent human resource officers.

Table 3.2: Socio- Demographic profile of the respondents (N = 42)

<b>Characteristics</b>		<b>% (N)</b>
<b>1. Sex</b>	Male	59 (25)
	Female	40 (17)
<b>2. Age</b>	26 to 30	05 (02)
	31 to 35	24 (10)
	36 to 40	38 (16)
	Above 40	33 (14)
<b>3. Education level</b>	Certificate	07 (03)
	Diploma	19 (08)
	Advanced diploma	14 (06)
	Bachelor degree	45 (19)
	Master degree	14 (06)
<b>4. Experience (years)</b>	1 to 3	02 (01)
	4 to 6	14 (06)
	7 to 9	09 (04)
	10 to 12	28 (12)
	Above 12	45 (19)
<b>5. Job position</b>	Heads of Department	14 (06)
	Heads of Section	09 (04)
	Administrative Officers	35 (15)
	HR Officers	09 (04)
	Staff members	30 (13)

Source: Field data, 2015

### 3.7 Data Collection Methods

The principal methods used in collecting primary data for this study were questionnaires, in-depth interviews and observations. The key source of secondary data was documentary reviews. As already intimated, the rationale for choosing a multi-method data collection strategy was to increase the reliability and validity of the findings and to capture some feelings and perceptions from the respondents.

Table 3.3: Types of data requirements and data collection methods

Research questions	Data requirements	Data collection methods			
		SSI	Q	O	DR
<b>RQ1:</b> How is LAWSON V 9 used in the Local Government Authorities?	-Uses/roles of LAWSON V 9	X	X		X
	-Users of LAWSON V 9	X	X		X
<b>RQ2:</b> How has LAWSON V 9 assists administrators to improve the quality of decisions made in the Local Government Authorities?	-Reliable HR data			X	
	-Better reports	X	X		
	-Recruitment and Selection	X	X		
	-Salary payment	X	X	X	X
	-Retirement	X	X	X	
<b>RQ3:</b> How has LAWSON V 9 hampers the quality of decisions made in Local Government Authorities?	-Decision accuracy	X	X		X
	-Annual leave	X	X		
	-Accuracy of HR data	X	X		X
	-Ghost workers	X	X		X
	-Salary deductions		X	X	
	-Seniority list	X	X		X
	-Data sheet	X	X		
	-Employee promotion	X	X		
-Training and Development	X	X		X	

Source: Field study, 2015

**Key:**

- SSI - Semi Structured Interviews
- Q - Questionnaire
- OB - Observations
- DR - Document Review

#### 3.7.1 Interview

Semi-structured interviews was used in data collection where district director, 3 heads of department, 2 heads of section and 8 staff members were interviewed in order to get their experience understanding about the use and the influence LAWSON V 9 has on decision-making.

Kothari (2004) stated that interviews allow flexibility in data collection since the researcher is able to modify difficult questions for more clarity and even ask some more questions depending on the context. The interviews contained questions needed to fill the gaps that could not be filled by the questionnaires. This technique supplements the information given in the questionnaires.

Appointments for interview with respective officers were not made in advance, but rather depended on the availability of the interviewees given their tight schedules at work. The researcher visited the offices during working hours sought appointment and interviews to participants who were free and ready. Only 10 participants were interviewed out of 14 targeted participants and those who did not appear were either tied up with field work responsibilities. This indicates a response rate of 71%. According to Babbie and Mouton (2001), such a response rate is considered as good. Each interview took at least 15 to 25 minutes. Notes were taken during interviews and recorded in a notebook. These interviews were beneficial because the researcher discussed in detail issues pertaining to the influence LAWSON V 9 has on decision-making, (Appendix V)

### **3.7.2 Observation**

Personal observation is a tool that provides information about actual behaviour. This method refers to gathering data through physical checkups of the activities or processes. Bell (2005) asserts that “Observation can be useful in discovering whether people do what they say, do, or behave in the way they claim to behave”.

This study used participant observation during data collection. This helped to explore and obtain actual and current information that was difficult to be provided through interview and questionnaire. It gave an opportunity to look at what was taking place on the spot. From the observations the behaviours such as degree of concentration when operating system, emotions, reactions and interaction with other employees were studied and recorded as they occurred. This method was chosen because it gave the opportunity to see what was really taking place and eliminate bias from respondents. The method also validated the data collected through questionnaire.

### **3.7.3 Questionnaires**

The questionnaire was used for gathering the information that the researcher intends to get about the influence LAWSON V 9 has on decision making process. The questionnaire with both open and close-ended questions was developed and administered to all respondents who were involved in the study. It was administered to 10 heads of departments, 4 heads of sections and 25 staff.

The questionnaire was chosen due to its flexibility in data collection as it generates data that is simple to code for analysis, particularly when closed-ended questions are used. As observed by Moore (1987), a questionnaire lends itself the best for collecting information on different shades of opinions or perception, which were in line with this study.

However, among the 39 distributed questionnaires only 7 questionnaires were not returned. The number of unreturned questionnaires was small because the researcher was aware of the possible shortcomings of this method which included invalid and zero responses as well as loss of questionnaires by some of the respondents. However, such shortcoming was addressed in advance by piloting the questionnaire before distribution.

Thirty two questionnaires were completed and returned, indicating a response rate of 82%. According to Babbie and Mouton (2001), such a response rate is considered as excellent. The respondents who did not respond and return questionnaires were either tied up with other official responsibilities or did not want to complete the questionnaire due to their limited knowledge on influence of LAWSON V 9 on decision-making.

For the purpose of introducing the study and assuring respondents confidentiality; it was clearly stated in the introductory part of each questionnaire that “all responses supplied will be used only for academic research purposes”. Furthermore, respondents filled the questionnaires voluntarily and were not supposed to write down their names. The questionnaires were physically distributed by the researcher to respondents concerned and each respondent was allowed one week to complete the questionnaire and agreements on the day and time of collecting it was made in advance.

Questionnaires were used because it saved time in collecting information from respondents (Powell, 2004). Likewise, Kothari (2004) argues that questionnaires method is free from the bias of the interviewer; respondents have adequate time to give well thought out answers and large samples can be made use of and the results can be made more dependable and reliable, (Appendix IV).

#### **3.7.4 Documentary Review**

In this study documentary review was used in collecting secondary data. Documents that were used as sources of data include reports from the subject and personal files, committees meeting reports and human resource user manual of 2011. Internet search was also used to supplement data and information about this study. Both quantitative and qualitative analyses were used depending on the type of data obtained from these documents. This method was used in order to get in-depth information and to enhance the validity and value of the data. However, weaknesses such as authenticity of the examined documents, and judgment of the value of document contents were handled carefully by the researcher in order to ensure the right information for the study was obtained.

#### **3.8 Validity and Reliability of Data Collection Methods**

Validity and reliability are two important aspects considered in social science research, and they explain the quality of the research findings. As argued by Bell (2005: 147) that “all data-gathering instruments should be piloted to test how long it takes to complete them, to check that all questions and instructions are clear and to enable one remove any item which does not yield usable data.” This view was supported by Aina (2002:81) who stated that “pre-test is an opportunity to identify questionnaire items that tend to be misunderstood by the participants or do not obtain the needed information”. It was further argued that, if possible, the pilot study should be done to a group similar to the one that will form the population of your study (Aina, 2002; Bell, 2005).

Therefore, for reliability and validity purposes in this study, a pilot study with 12 respondents of the different Councils was done to test the validity of the questionnaire instrument, to ascertain whether the items measured what they were intended to

measure. After this, some items that were not understood by respondents were corrected and those which were inconsistent were removed before administering the questionnaire to the larger targeted sample.

### **3.9 Data Analysis Methods**

Data analysis is defined as the process of bringing order to the data and manipulating it. As stated by Bell (2005) that unprocessed interesting information will mean nothing to the researcher or a reader unless they are analysed and interpreted. In this study both qualitative and quantitative data were analysed. The analysis and interpretation was done basing on the research objectives and questions.

Qualitative data from open-ended items in the questionnaire, interviews, documentary review and personal observations were analyzed using thematic analysis. Interviews and observations were transcribed. Relevant themes were then identified from the data, themes that were relevant to the research questions and objectives. Associations and frequencies with which an idea or word appeared was used to interpret and describe the concepts in the research objectives.

Quantitative data were mainly analysed in terms of frequencies and percentages and correlations. Statistical Package for Social Sciences (SPSS) version 20 software was used to analyse the data. As pointed out by Bell (2005), SPSS is a computer application that provides statistical analysis of data and allows for in-depth data access and preparation, analytical reporting, graphics and modeling. In this regard tables showing frequencies, percentages and correlation tables were used to present the results obtained from descriptive statistics which made it easier in analysing and interpreting the findings.

Spearman's correlation coefficient ( $r$ ) was used to assess the strength of relationships between two variables (LAWSON V 9 and decision-making). However, in order to use the Spearman's ( $r$ ), both the independent and dependent variables needed to be measured. For this reason, the analysis was performed to examine the strength of the correlation between independent and dependent variables. Degree of use of LAWSON V 9 is the independent variable (recruitment and selection, promotion, salary

management, leave and training) and dimensions of the decision-making is the dependent variable (timely and accuracy).

Correlation values were graded roughly (Collis and Hussey, 2009):

- 0.90 to 0.99 (very high positive correlation)
- 0.70 to 0.89 (high positive correlation)
- 0.40 to 0.69 (medium positive correlation)
- 0.00 to 0.39 (low positive correlation)
- 0.00 to -0.39 (low negative correlation)
- 0.40 to -0.69 (medium negative correlation)
- 0.70 to -0.89 (high negative correlation)
- 0.90 to -0.99 (very high negative correlation)

Positive correlation indicates that both variables increase or decrease together, whereas negative correlation indicates that as one variable increases, so the other decreases, and vice versa.

### **3.10 Ethical Considerations**

Social science research involves collecting data from and about people. Ethical issues may arise in the process of soliciting, recording and using data from respondents. These include: obtaining permission to access the organization that one intends to research, ensuring voluntary participation, informed consent, confidentiality and anonymity (Kvale and Brinkmann, 2009).

In this regard it is crucial to adhere to ethical standards, to ensure that participants' rights are protected and that the findings are as trustworthy as possible. The study was conducted in accordance with the ethical standards set for social science research and the requirements of the Tanzanian research authority.

The following ethical principles were observed throughout the research process: (1) Voluntary participation: participants were not forced to participate in the study and they were advised to withdraw at any time that they wanted to. (2) Participants were clearly informed of the purpose, procedures (such as audio recording) and the consequences of their participation in the study before they decided to participate in it. (3) Questions

were carefully framed and asked in ways that avoided causing psychological harm to the participants. No space was provided for the name or any other form that identifies a person by name. (4) Participants were assured that the information they provided would not be used for other purposes than those explained to them when consent was sought. Where participants wanted to remain anonymous, this was fully assured. (5) Literature and sources of empirical evidence were explicitly acknowledged and cited using American Psychological Associations (APA) referencing method. (6) To facilitate the data collection process, letters of introduction was obtained from the Directorate of Research and Postgraduate Studies (DRPS) at Mzumbe University and from Kiteto District Council, (Appendix I and II).

### **3.11 Summary**

This chapter has described the research methodology used to find out the influence of LAWSON V 9 on decision making. This study adopted a case study design. As pointed out earlier in the chapter, this study was a mixed-method inquiry involving a combination of quantitative and qualitative approaches. I used an explanatory sequential design that started with a quantitative phase followed up with a qualitative phase. Case study was selected as time horizon. Fifty three (53) participants were selected using simple random sampling and purposive techniques. The opinions and behavior of the respondents was collected using interviews, observation, questionnaires, and documentary review method. Reliability and validity are considered by testing the data collection methods before going to the field. Independent and dependent variables were identified to answer the research questions. SPSS was used as a data analysis tool. The chapter that follows provides data analysis and presentation.

## **CHAPTER FOUR**

### **PRESENTATION OF THE FINDINGS**

#### **4.0 Introduction**

This chapter presents findings from the study. The results are presented in accordance with the sets of questions and items in the interview schedule and questionnaire respectively. It starts with describing the practices of LAWSON V 9 (what it can do and cannot do) in Local Government Authorities. Then it shows how LAWSON V 9 has improved or not improved the quality of decisions made in LGAs.

#### **4.1 The Practices of LAWSON V 9 in Local Government Authorities**

In order to show the influence of LAWSON V 9 it was important to understand first what it can do. From the documents reviewed findings revealed that LAWSON V 9 is a system that is part of an organization's management information system. Its main purpose is to collect, analyze, store and use the information to help HR department to do its job properly (HCMIS user manual, 2011). It is divided into 6 modules which are HR- Human Resources, PA- Personnel Administration, PR- Payroll, GL- General Leader, BN- Benefit Deduction and LP- Absence Management (only permitted absenteeism):

##### **i. HR- Human Resource Module**

The module was concerned with organization structure. The organization structure consists of three (3) main levels which are Company, Process (vote) and Department. According to this module employee as key asset of any organization belong to a specific department, process level and company. This division made it easier to track where the employee was within the organization structure.

##### **ii. PA- Personnel Administration Module**

The module was used to update and manage the costs and processes related to personnel. In the course of their operations, organizations make personnel actions. These are events that results into changing data of one or more employees. These are

actions such as transfers, promotion within votes, status change, salary change, terminations, personal information change and bank information change.

iii. **Payroll Module (PR)**

This is a comprehensive system for generating and maintaining all payroll-related information, including payment writing, labor distribution and quarterly reporting. 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 and saved to allow next month's calculations.

iv. **LP- Absence Management Module**

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

v. **BN- Benefit Deduction Module**

This was used to define deductions to be taken each month from the employee's salary to pay a third party such as Bank Loans, SACCO's contributions. Deductions are of different types; these include contributions such as pension funds, SACCOS and loans. Employee Deduction (PR14.1) form is used to assign a deduction to an employee and to maintain all deductions that apply to a specific employee. There is one required deduction that is automatically set-up for each employee (provided that they are not Tax Exempt) when they are added to the system and that is Income Tax (498) PAYE to the Tanzania Revenue Authority.

Apart from the documentary review, findings from the interviews also provided more information about what LAWSONV 9 can do. Table 4.2 indicates the findings from the interview. The table indicates the list of activities that LAWSON V 9 as a system can undertake in the LGAs.

Table 4.1: Practices of LAWSON V 9 in Local Government Authorities. (N = 42)

<b>LAWSON V 9 practices</b>	<b>Frequency</b>	<b>Percentage agree</b>
Salary payments	38	90%
Updating employees data	29	69%
Recruitment and Selections	36	85%
Salary deductions	34	80%
Employees reports	30	71%

Source: Field data, 2015

The interviewed respondents mostly mentioned salary payments, updating employees' data and new hire, deduction and employees reports as the practice of LAWSON V 9 in LGAs.

**i. Salary Payments**

Salary payment was described as the process of preparing and paying monthly salaries to employees of the LGA. Ninety percent of the respondents said that the system helped employees to get their salary early compared to the period before the introduction of the system. It was noted that there were long delays in entering newly recruited staff into the payroll meant that salaries were not being paid on time. Furthermore, the exact number of employees at any one time cannot be known if new employees had been recruited but were not added to the payroll for several months. The system uses automatic deposit maintenance PR12.3 form to review or to change the distribution to employee. The form has the list of all banks ids and bank names available in Tanzania, for example NBC, NMB, CRDB, BARCLAYS bank and others. The bank account information is prepared after the employee has been hired to the system. This reduced unnecessary delays in processing employees' salary. One of the respondents said,

*It is true that, before there was delay of monthly salary for employees, mostly for newly employed which took them 3 to 6 months to get; on my employment I received my salary at the first month of my employment due to the use of LAWSON V 9 system.*

Source: R. 8

## ii. **Updating and Maintaining Employee Data**

Another activity that LAWSON V 9 does is systematic updating and maintenance of employee data. Sixty nine percent of the respondents pointed out that the system updated or maintained employee data of the councils. This was being achieved through personnel actions that prompt to change the employee data that is associated with actions. For examples transfer of employees between votes (from one department to another); a teacher being re-categorized from Education department to HRO II in administration department, transfer within votes, change of employee status from temporary to permanent term of employment, employee acquires new knowledge, the status of education qualification is changed or when employee get promotion his or her status should change for example promotion from HRO I to SHRO. One of the HR officers commented,

*Up to date information are used for accurate and timely decision making within the HR department, for example, promotion of employees, salary changes, PE budgeting and status change. She added that, if employer wants to know employee who will retire on 2015/2016 it will be easy to prepare early retirement benefits for employee expecting to retire.*

Source: R. 2

## iii. **Recruitment and Selection**

Eighty five percent of the interviewed participants contented that the system helps the Public Service Recruitment Secretariat's office to track through the system the shortlisted candidates and ability to assign each applicant to an open requisition against an open vacancy from Councils. Selected candidate from PSRS are posted to LGAs to be hired. Form PA36 used to hire an applicant and the procedures are; scanning of education certificates, birth certificate, marriage certificate and other related certificates and other forms filled by the new employee. The form PA36 is to be filled effectively and scanned certificates are attached and uploaded to the HCMIS and then sent to PO-PSM for approval and authorisation. The documentation for new recruits is then forwarded to the Treasury for issuing of the unique check number within few minutes.

All public servants were allocated a check number and all salary payments were based on this number, without which no public servant can be employed. The check number is unique to individual employees. It was not reassigned when the employee left the service. When the procedures are completed successfully; the employees' information can be reviewed on form number HR 11. One of the respondents from HR office said,

*LAWSON V 9 reduced unnecessary delays in processing requests for new recruits. Since LAWSON V 9 system started the processing was done on system hence the time and costs for travelling was reduced.*

Source: R. 1

#### iv. **Salary Deductions**

Deductions referred to the amount of money deducted from the employee's monthly salary. Some of these deductions are compulsory (mandatory by law) and some are voluntary (resulted from employee's own will). Findings showed that 80% of the respondents agreed that LAWSON V 9 in LGAs is used to simplify all deductions taken from employees' salary who owed loan from the bank. Other statutory contributions were paid to pension schemes for example LAPF, PSPF, NSSF and NHIF. This was done automatically with the system using the employee form PR 14.1 to assign an employee and maintain all deductions that apply to a specific employee. Run deduction reports PR 275 and PR 276 to print a report of payroll deduction amounts and employee deduction information. This includes changing an existing deduction amount, stop deduction from being taken or restart stopped deduction. The system ensures the integrity of the loan and strengthening the processing capacities. One of the respondents from the finance department commented,

*The use of LAWSON V 9 reduced unnecessary delay in processing employees' loans from different banks. He added that it calculates loan amount to be offered loan beneficiary. The system requires employee (loan beneficiary) to remain with 2/3 of his/her monthly salary.*

Source: R. 6

#### v. **Employee Reports**

Study found that, LAWSON V 9 has two types of reports; that is standard reports and customized reports. Standard reports are those which are already made in the LAWSON V 9 software, and Customized reports are those which are tailor made according to the needs of the government, such as payments reports, retirees' reports, deductions reports, education level reports and feedback reports.

However, these reports have increased reliability of HR data and better information for decision-making. LAWSON V 9 helps the LGAs to print various employees' reports according to the requirements, such as to run employee lists using form HR211 and to print a list of employee information. To run birthdates lists using PA 310 and to print a list of employee birthdates. To run starters and leavers report using PA 223 and to print a list of starters (new hires) and leavers (terminations) for a designated time period.

Seventy one percent of the participants said that an effective system reduced the number of ghost workers by instituting accountability to HR officers who are given that responsibility for HR data changes. This was being performed adequately and comprehensive reporting was done. The employer can make amendment of data set without barrier of communication compared to previous time where data not updated. For example during data cleaning process conducted by PO-PSM, most of the employees' birthdays appeared to be 1700 now it's easy to make correction of employee data within the system of HCMIS. One of the HR officers commented,

*Before introduction of LAWSON V 9 there was delay in removing terminated employees from payroll which led to existence of ghost workers, but soon after implementation of the system the number of ghost workers was reduced instantly.*

Source: R. 3

However, the study revealed that the increased usage of LAWSON V 9 produce accurate data and timely information/reports, and these reports might facilitate efficient and effective managerial decision-making.

## 4.2 Influence of LAWSON V 9 on the Quality of Decisions in LGAs

The influence LAWSON V 9 has on decision-making process was measured using fourteen factors (Table 4.2). All the participants have responded to all factors. Most respondents agree with the factors as shown in the Table 4.2.

Table 4.2: Favourable responses in influence of LAWSON V 9 on decision-making

Item	% Agree
The use of LAWSON V 9 has increased reliability of HR data and better reports for decision making.	65%
Since we started using LAWSON V 9 complaints about salary delays have been reduced.	78%
LAWSON V 9 has reduced delays in affecting new salaries for employees who got promotions.	59%
The use of LAWSON V 9 has removed delays on hiring new applicants and status change.	64%
Since we started using LAWSON V 9 accurate data on employees' leave has been produced.	35%
The use of LAWSON V 9 has produced accurate and timely data on employees' retirement.	67%
The use of LAWSON V 9 has simplified the deductions each month from employees' salary.	75%
Since we started using LAWSON V 9 delays in employees promotion was reduced.	63%
Using LAWSON V 9 has minimized time spent on preparation of employee data sheet.	71%
The use of LAWSON V 9 has reduced the number of ghost workers in work place.	68%
I rely in LAWSON V 9 to make decisions about employees'.	64%
The use of LAWSON V 9 has produced accurate and timely data on employees' training.	32%
Using LAWSON V 9 has reduced the time I spend in preparation of seniority list.	56%
Decisions I make are more accurate than before because of LAWSON V 9.	73%

Source: Field data, 2015

The favourable results of the findings are contained in Table 4.2. The favourable percentage represents either agreed or strongly agreed with the statement by the responded for each item in decision-making. The most favourable response rate of 78% is given for the second statement, which is salary delay. However, for the two statements (leave and training) response rate is below 50% which means that most respondents disagreed with the statements.

The study aimed also at finding the relationship between the use of LAWSON V 9 and the quality of decision made in LGAs. Spearman's correlation analysis was used to test the relationship between independent variable (LAWSON V 9) and dependent variable (decision quality). Correlation is significant at  $p < 0.001$  level as shown in the follow coefficient tables.

#### 4.2.1 Relationship between Recruitment/Selection Process and Decision Quality

Recruitment variable used to collect the data and to find whether the LGAs reduced the time and increase the accuracy associate with recruitment process. This variable recognizes whether using LAWSON V 9 gives accurate and timely information on recruitment process and evaluating the recruiting processes properly.

Table 4.3: Relationship between recruitment/selection and timely decision (N = 42)

Variables		Recruitment/selection	Timely decision
Recruitment/selection	Correlation Coefficient	1.000	.948
	Sig.(2-tailed)	.	< .001
Timely decision	Correlation Coefficient	.948	1.000
	Sig.(2-tailed)	< .001	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.3 gives a very high positive value ( $r = 0.948$ ,  $p < 0.001$ ) which indicates a very high positive relationship. This suggests that LAWSON V 9 recruitment application as per the sample for analysis has a significant relationship with timely recruitment/selection process in Local Government Authorities.

Table 4.4: Relationship between recruitment/selection and accurate decision (N= 42)

<b>Variables</b>		<b>Recruitment/selection</b>	<b>Accurate decision</b>
Recruitment/selection	Correlation Coefficient	1.000	.936
	Sig.(2-tailed)	.	< .001
Accurate decision	Correlation Coefficient	.936	1.000
	Sig.(2-tailed)	< .001	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.4 gives a very high positive value ( $r = 0.936$ ,  $p < 0.001$ ) which indicates a very high positive relationship. This suggests that LAWSON V 9 recruitment application as per the sample for analysis has a significant relationship with accuracy of the recruitment/selection process in Local Government Authorities.

#### **4.2.2 Relationship between Salary Deductions Process and Decision Quality**

Deduction variable used to identify the deduction to be taken each month from employees' salary. This includes changing an existing deduction amount, stop deduction from being taken or restart stopped deduction. This variable recognizes whether LAWSON V 9 streamlined the deduction to be taken from employees' salary accurately and timely or not.

Table 4.5: Relationship between salary deduction and timely decision (N = 42)

<b>Variables</b>		<b>Salary deduction</b>	<b>Timely decision</b>
Salary deduction	Correlation Coefficient	1.000	.811
	Sig.(2-tailed)	.	< .001
Timely decision	Correlation Coefficient	.811	1.000
	Sig.(2-tailed)	< .001	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.5 gives a high positive correlation value ( $r = 0.811$ ,  $p < 0.001$ ) which indicates a high positive relationship. This means that the use of LAWSON V 9 positively contributes to timeliness of HRs in deducting the loans and other statutory deductions from employees' salary.

Table 4.6: Relationship between salary deduction and accurate decision (N = 42)

Variables		Salary deduction	Accurate decision
Salary deduction	Correlation Coefficient	1.000	.836
	Sig.(2-tailed)	.	< .001
Accurate decision	Correlation Coefficient	.836	1.000
	Sig.(2-tailed)	< .001	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.6 gives a high positive correlation value ( $r = 0.836$ ,  $p < 0.001$ ) which indicates a high positive relationship. This means that the use of LAWSON V 9 increases accuracy in deducting the loans and other statutory deductions from employees' salary.

#### 4.2.3 Relationship between Salary Payment Process and Decision Quality

Salary administration variable gives detail report of present salary, last increase and proposed increase. This variable recognizes whether LAWSON V 9 helps to produce accurate and timely information which aids employees to gate their salary very early compared to the period before application of the system.

Table 4.7: Relationship between salary payment and timely decision (N = 42)

Variables		Salary payment	Timely decision
Salary payment	Correlation Coefficient	1.000	.924
	Sig.(2-tailed)	.	< .001
Timely decision	Correlation Coefficient	.924	1.000
	Sig.(2-tailed)	< .001	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.7 gives a very high positive correlation value ( $r = 0.924$ ,  $p < 0.001$ ) which indicates a very high positive relationship. This means that the payroll module in LAWSON V 9 as per the sample for analysis has a significant relationship with salary payments on time correctly.

Table 4.8: Relationship between salary payment and accurate decision (N = 42)

<b>Variables</b>		<b>Salary payment</b>	<b>Accurate decision</b>
Salary payment	Correlation Coefficient	1.000	.995
	Sig.(2-tailed)	.	< .001
Accurate decision	Correlation Coefficient	.995	1.000
	Sig.(2-tailed)	< .001	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.8 gives a very high positive correlation value ( $r = 0.995$ ,  $p < 0.001$ ) which indicates a very high positive relationship. This means that the payroll module in LAWSON V 9 as per the sample for analysis has a significant relationship in producing accurate data for each employee paid salary.

#### 4.2.4 Relationship between Retirement Process and Decision Quality

Retirement variable used to collect data on employees retirement process. This variable recognizes whether LAWSON V 9 facilitates to provide accurate and timely data on employee retirement or not.

Table 4.9: Relationship between retirement and timely decision (N = 42)

<b>Variables</b>		<b>Retirement</b>	<b>Timely decision</b>
Retirement	Correlation Coefficient	1.000	.832
	Sig.(2-tailed)	.	< .001
Timely decision	Correlation Coefficient	.832	1.000
	Sig.(2-tailed)	< .001	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.9 gives a high positive correlation value ( $r = 0.832$ ,  $p < 0.001$ ) which indicates a high positive relationship. This means that the use of LAWSON V 9 as per the sample gives timely information on employees' retirement in LGAs.

Table 4.10: Relationship between retirement and accurate decision (N = 42)

<b>Variables</b>		<b>Retirement</b>	<b>Accurate decision</b>
Retirement	Correlation Coefficient	1.000	.836
	Sig.(2-tailed)	.	< .001
Accurate decision	Correlation Coefficient	.836	1.000
	Sig.(2-tailed)	< .001	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.10 gives a high positive correlation value ( $r = 0.836$ ,  $p < 0.001$ ) which indicates a high positive relationship. This means that the use of LAWSON V 9 as per the sample gives accurate information on employees' retirement processes hence reduction of ghost workers in work place.

#### **4.2.5 Relationship between Promotion and Decision Quality**

Promotion variable used to collect data on how promotion process is carried out. This variable finds whether LAWSON V 9 facilitates employees' promotion process by giving accurate and timely information for promotion decision in LGAs.

Table 4.11: Relationship between promotion and timely decision (N = 42)

<b>Variables</b>		<b>Promotion</b>	<b>Timely decision</b>
Promotion	Correlation Coefficient	1.000	.738
	Sig.(2-tailed)	.	< .001
Timely decision	Correlation Coefficient	.738	1.000
	Sig.(2-tailed)	< .001	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.11 gives a high positive value ( $r = 0.738$ ,  $p < 0.001$ ) which indicates a high positive relationship. This means that the use of LAWSON V 9 in LGAs increased the timeliness of decision made on employees' promotion.

Table 4.12: Relationship between promotion and accurate decision (N = 42)

Variables		Promotion	Accurate decision
Promotion	Correlation Coefficient	1.000	.872
	Sig.(2-tailed)	.	< .001
Accurate decision	Correlation Coefficient	.872	1.000
	Sig.(2-tailed)	< .001	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.12 gives a high positive value ( $r = 0.872$ ,  $p < 0.001$ ) which indicates a high positive relationship. This means that the use of LAWSON V 9 in LGAs increased the accuracy of decision made on employees' promotion.

#### 4.2.6 Relationship between Leave Management Process and Decision Quality

Leave variable is used to maintain a complete leave history for each employee with the ability to increase entitlement according to leave rules. Use of LAWSON avoids manual effort in recording data and calculating wages for employees with any possibility of errors by oversight/malpractice. This variable identifies whether LAWSON V 9 produced accurate and timely information on employees annual leave or not.

Table 4.13: Relationship between leave management and timely decision (N = 42)

Variables		Leave management	Timely decision
Leave management	Correlation Coefficient	1.000	.417
	Sig.(2-tailed)	.	< .011
Timely decision	Correlation Coefficient	.417	1.000
	Sig.(2-tailed)	< .011	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.13 gives a medium positive value ( $r = 0.417$ ,  $p < 0.011$ ) which indicates a medium positive relationship. This means that LAWSON V 9 leave application module as per the sample for analysis does not have a significant relationship in increasing the timeliness of decision made on employees' annual leave in LGAs.

Table 4.14: Relationship between leave management and accurate decision (N = 42)

<b>Variables</b>		<b>Leave management</b>	<b>Accurate decision</b>
Leave management	Correlation Coefficient	1.000	.438
	Sig.(2-tailed)	.	< .023
Accurate decision	Correlation Coefficient	.438	1.000
	Sig.(2-tailed)	< .023	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.14 gives a medium positive value ( $r = 0.438$ ,  $p < 0.023$ ) which indicates a medium positive relationship. This means that LAWSON V 9 leave application module as per the sample for analysis does not have a significant relationship in increasing the accuracy of decision made on employees' annual leave in LGAs.

#### 4.2.7 Relationship between Training/Development Process and Decision Quality

Training variable is used to identify, analyze and administer the training needs of the organizational employees'. This variable recognizes whether LAWSON V 9 improves the accuracy and timeliness of decision made on training needs of an organisation or not.

Table 4.15: Relationship between training/development and timely decision (N = 42)

<b>Variables</b>		<b>Training/development</b>	<b>Timely decision</b>
Training/development	Correlation Coefficient	1.000	.594
	Sig.(2-tailed)	.	< .042
Timely decision	Correlation Coefficient	.594	1.000
	Sig.(2-tailed)	< .042	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.15 gives a medium positive correlation value ( $r = 0.594$ ,  $p < 0.042$ ) which indicates a medium positive relationship. This means that the use of LAWSON V 9 in LGAs does not help to make timely decision on employees' training/development.

Table 4.16: Relationship between training/development and accurate decision (N= 42)

Variables		Training/development	Accurate decision
Training/development	Correlation Coefficient	1.000	.521
	Sig.(2-tailed)	.	< .031
Accurate decision	Correlation Coefficient	.521	1.000
	Sig.(2-tailed)	< .031	.

Source: Field data, 2015

The correlation coefficient value in the coefficient table 4.16 gives a medium positive correlation value ( $r = 0.521$ ,  $p < 0.031$ ) which indicates a medium positive relationship. This means that the use of LAWSON V 9 in LGAs does not increase the accuracy of decision made on employees' training/development.

### 4.3 Summary

This chapter deals with presentation and analysis of the findings of the study. The findings were obtained through questionnaires, interviews, observation and documentary review in an attempt to understand the influence of LAWSON V 9 on decision-making in LGAs in Tanzania.

The major findings of the study presented in this chapter include: Firstly, LAWSON V 9 streamlines the work of human resource officers in local government authorities. Some of the HR functions where LAWSON V 9 was used as a decision making tool includes: recruitment and selection, payroll management, promotion, retirement, updating employees' data and creation of various employees, reports.

Secondly, the finding indicates that the use of LAWSON V 9 increases accuracy and timeliness of administrative decisions in LGAs. However, it seems that HR executives do not like to depend on the LAWSON V 9 outcomes more than they depend on their experience and knowledge for decisions on annual leave and training/development.

In addition, collected evidence from the correlation tables proved that the available LAWSON V 9 functionalities adequately improved the accuracy and timeliness of the decisions made by HR officers in the Local Government Authorities particularly in Kiteto District Council.

Table 4.17: Summary of the results (N = 42)

Variables		Spearman's Correlation	Significance (2- tailed)
Independent(LAWSON V 9)	Dependent (Decision-Quality)		
Recruitment and Selection	Timely decision	.948	< .001
	Accurate decision	.936	< .001
Salary deductions	Timely decision	.811	< .001
	Accurate decision	.836	< .001
Salary payments	Timely decision	.924	< .001
	Accurate decision	.955	< .001
Retirement	Timely decision	.832	< .001
	Accurate decision	.836	< .001
Promotion	Timely decision	.738	< .001
	Accurate decision	.872	< .001
Leave management	Timely decision	.417	< .011
	Accurate decision	.438	< .023
Training and Development	Timely decision	.594	< .042
	Accurate decision	.521	< .031

Source: Field data, 2015

The higher correlation coefficient value is between ( $r = 0.738$ ,  $p < 0.001$ ) and ( $r = 0.995$ ,  $p < 0.001$ ) which indicated higher positive relationship between LAWSON V 9 and employees' recruitment, promotion, retirement, deductions and salary control particularly in Kiteto District Council. This is strongly enough to be interpreted as a considerable contribution.

Furthermore, the lowest correlation coefficient values in the coefficients tables is between ( $r = 0.417$ ,  $p < 0.011$ ) and ( $r = 0.594$ ,  $p < 0.042$ ) which have medium positive relationship. This would mean there was medium positive relationship between LAWSON V 9 and employees' leave and training process in Kiteto District Council. It is not strong enough to be interpreted as a considerable contribution.

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS**

#### **5.0 Introduction**

In the previous chapter 4, the findings from the study were presented. In this chapter the findings are discussed in order to provide a comprehensive understanding of the influence LAWSON V 9 has on decision making process.

#### **5.1 Practices of LAWSON V 9 in Local Government Authorities**

LAWSON V 9 as HRIS has enabled LGAs to collect, record, analyse, store and generate information that is useful in decision making in LGAs. This argument is in line with findings by Wiblen et al (2010) who stated that HRIS can help organizations to improve their efficiency through faster and more accurate processing of information for better decisions. Kader (2013) added that HRIS increases competitiveness by improving HR operations and also management processes by conversion of raw data into information for timely and quality decision- making and aids in reengineering of all HR administrative functions which results in employee satisfaction thus paving the way for strategic HRM.

HCMIS User Manual (2011) gives several practices of HROs and Administrative Officers which are supported by LAWSON V 9 in LGAs. Under HCMIS the Government is implementing a payroll system with advanced human resource management features such as salary administration, updating employees' data, recruitment and selection; deductions and producing update employees' reports for decision making in order to make the public service more efficient and accountable for the delivery of services. This is in line with the Pattanayak (2008) view that human resources information system can be used in the organization in several ways. Yasemin (2012) argued that HRIS supports the functions of top management, middle management and operational management effectively.

Furthermore, the Human Resources Officers said that they use LAWSON V 9 for their day to day operations within the personnel department in salaries advancement, promotion, transfer, leave, termination, retirements, appointments and deductions. This

finding is in line with the findings by Aggarwal and Kapoor (2012) who argued that HRIS enables HR managers to increase the overall decision making efficiency for the management of an organization. Again LAWSON V 9 is used in reducing information errors, labour costs for human resource departments, and providing timely and diverse information to the management of the organization, based on which it is possible to make quality decisions related to human capita. This finding is in line with the findings by Beadles et al (2005) and Nagi et al (2006) on the impact of human resource information systems in the public sectors.

However, within LAWSON V 9 software, the information is flowing from the Council (LGA) to the Presidents' Office Public Service Management finally to the Treasury. In LGAs the personnel data are entered into the HCMIS. Under PO-PSM there was establishment division which checked the accuracy, updated, processed and approved entered data. At the Treasury a payroll is processed and a transaction file produces basic but key information. At the first stage when a new employee enters the payroll, a transaction file is generated; the latter includes assigning pay details with, among other fields, vote head, name of the person and the check number. This information is converted and provided to the LAWSON V 9 system which then populates the database with the pertinent personnel details needed for the management of the payroll. The utilization of LAWSON V 9 in public organisations enhances the accurate and timeliness decision making process. While taking decisions, decision makers access right information at right time for right decisions. In addition to this it leads to the organizational effectiveness. Therefore organizations have to use more and more of LAWSON V 9 in all the functional areas of human resources.

## **5.2 Influence of LAWSON V 9 on the Decisions Quality in LGAs**

The aim of the introduction of LAWSON in the LGAs was to improve decision making through the use of improved quality of data. The findings show that LAWSON V 9 had influence on the decision-making in the LGAs particularly in Kiteto District Council. The positive influence was found in recruitment and selection, payroll management (salary payment and deductions), retirement and promotion functions. But also the

negative influence was seen on the leave management and training/development functions as described in the following discussions:

i. **Recruitment and Selection**

Recruitment and selection provide a statistical overview for the whole organisation to improve its productivity by selecting and developing potential employees for positions in terms of the accurate data about the number of available staff and the shortage. The system made it possible for the recruitment agency to access the data and allocate staff. In terms of timing the system was able to generate report within short period of time thus making it easy for the decision makers to use it. A positive significant relationship between the two support this argument just like in the work of Beadles (2005) who stated that decision making needs to use accurate and timely information to reach high quality decisions.

ii. **Updating employees' data**

Updating employees' data, during the interviews, some of the respondents said that since data integrity is critical in decision-making, the reliability of the data influences decisions made in the HR department. Additionally, they mentioned that the turnaround time in the processing of documents is reduced. This claim is strengthened by the findings (please see coefficient tables) which indicate that majority of the participants received quick services from the HR staff members when they visited HR office. Furthermore, the use of LAWSON V 9 system brings about an improved and reliable source of information they said.

iii. **Salary payment**

HRs executives reported that the use of LAWSON V 9 system enables the HR officers in payroll management. Again, it makes salary processing work a lot easier and faster and exposes the HR officers to the modern technological advancement. Respondents agreed that the delay in earning monthly salary was much reduced compared to the previous time. This correlate with findings by Parry (2009) who argued that the use of HRIS can provide a number of benefits not only to the HR function, but also line managers/administrators, and the wider organization. Shibly (2011) added that HRIS

provides accurate and timely information for managerial decisions, both strategic and operational. Thus, HR professionals have to cope with their new roles without panicking because their roles are still supported by LAWSON V 9 system.

#### **iv. Promotion, Retirement and Deductions**

LAWSON V 9 has positive and significant influence on improvement of managers' decision-making on areas of promotion, retirement and deductions. Correlation value for these factors has a positive relationship and this indicates that proper use of LAWSON V 9 provided accurate and timely data on calculating deductions and processing benefits for retiring employees. Promotion process was more accurate and a salary change was effective from the first month of promotion. The data presented in the findings strongly suggest that the employees receive effective and efficient services from their HR officers. The results were pretty similar to previous researches, such as the one carried out by Beadles (2005) on the Impact of Information Systems on the Performance of Human Resources Department.

Therefore, through the use of LAWSON V 9 accurate and fast decision making was able to take place in the recruitment and selection, promotion, salary advancement, deductions and retirement because data became much easier to store, retrieve, update, classify, and analyze to generate information (Troshani et al, 2011 and Kassim et al, 2012). This was supported by many researchers who commented that HRIS can improve administrative efficiency through faster information processing, greater information accuracy and lower HR costs (Dery et al, 2009; Wiblen et al, 2010; Troshani et al, 2011). It is strong enough to be interpreted as a considerable contribution (Sekaran, 2003).

#### **v. Leave and Training/Development**

On the other hand the result of this study shows that LAWSON V 9 does not improved the quality of decisions made on areas of annual leave and training and development management. The results from the coefficient tables on leave and training practices shows a medium positive relationship. This indicates that the use of LAWSON V 9 in Kiteto District does not increase accuracy and effectiveness of decision made on employees' training and annual leave management considerably. HR officers stated that

they do not use LAWSON V 9 system in making decisions on annual leave and training and development. The result of this findings go ahead with what was found in the study carried out by Kassim et al (2012) who found that there is no significant relationship between perceived relative advantage of technology and the adoption of that technology.

Additionally, the findings also indicated that information not being imputed into the system affects the relationship between LAWSON V 9 and decision making quality. More so, the interviewees noted that poor internet/network, knowledge, availability of updated information and poor infrastructure are causes that affect the relationship between LAWSON V 9 information tool and decision making quality. Again, the interviewees mentioned that personal opinion of the employees at the management position and the overall objectives of the HR processes affect the relationships between LAWSON V 9 and decision-making quality in their Council.

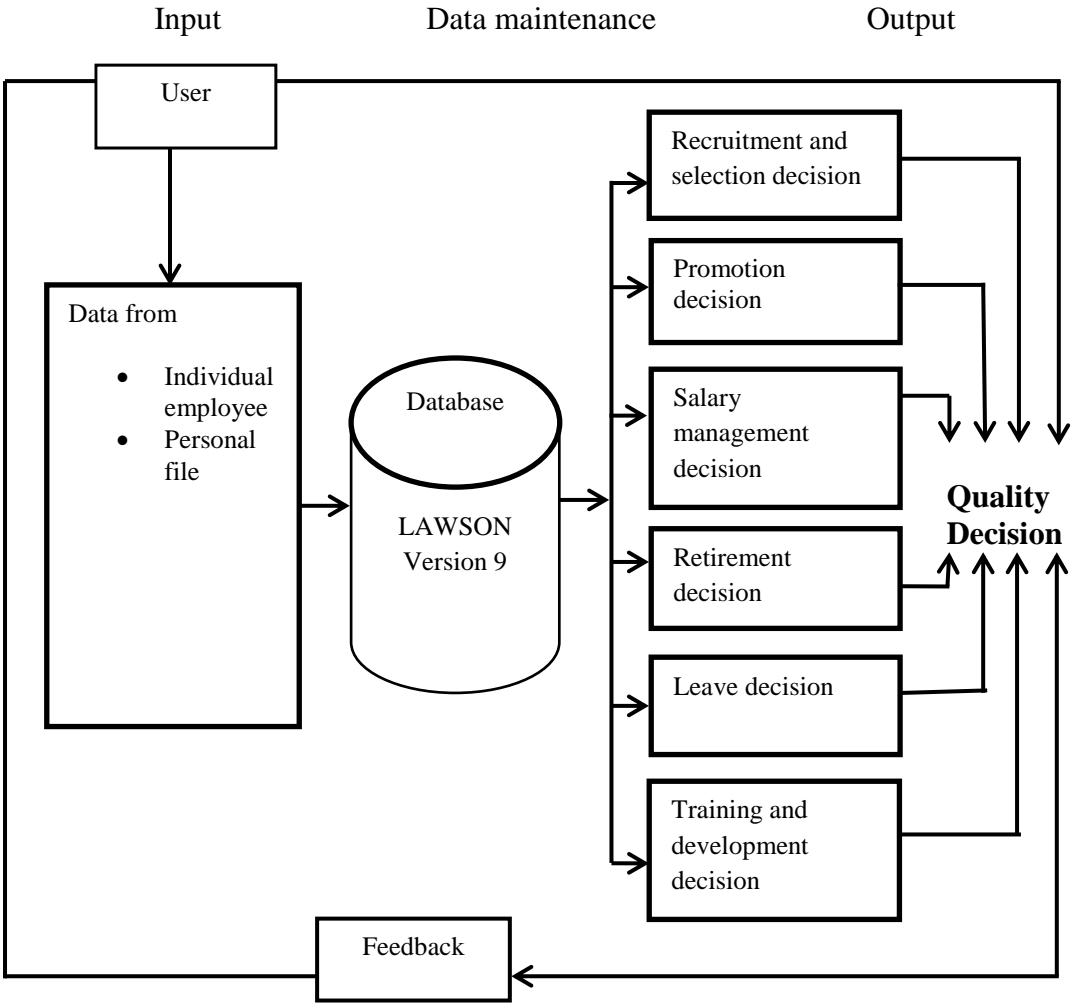
Based on the findings from the literature and documents reviewed; the researcher suggests the model for LAWSON V 9 (Figure 5.1). The model has five major functional components. This is in line with Kovach et al (2002) who pointed out the three major functional components in any HRIS such as input, maintenance and output component.

User is the individual who enters the data into the Computer which is connected to the HCMIS network. Input function enters personnel data into the LAWSON V 9 system. Data entry in the past had been one way, but today scanning technology permits scanning and storage of actual image of an original document, including signatures and handwritten notes. The maintenance function updates and adds new data to the database having entered data into the information system. The output is considered the most visible function of a LAWSON V 9 because the outcome affects employee positively or negatively.

However, feedback component gives responses and reactions to an inquiry or report. For example if the new recruit was employed in public sectors somewhere before, the system detects and displayed the previous information of that person. This reduced the number of those who are entering into the public service by using certificates of those

who are already in the service. It also provides guidelines for adjustment and development. For example controlling entry and exit from the payroll and ensuring that staff/employees' appeared on the payroll are being paid the correct salary. The HR executives noted that the use of LAWSON V 9 system improves turnaround time, efficiency and immediacy of feedback to staff queries and decision making.

Figure 5.1: Proposed LAWSON V 9 Model



Source: Researcher Construct, 2015

## **CHAPTER SIX**

### **SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND POLICY IMPLICATIONS**

#### **6.0 Introduction**

This chapter provides summary of the study. Summary of all the chapters are discussed here. The research questions are answered through mapping the findings with the research questions and objectives. Conclusion, recommendations, limitations and implication for further research are also discussed in detail. The main purpose of this chapter is to suggest solutions and recommendations to improve/emphasize the usage of LAWSON V 9 in improving decision quality in Local Government Authorities.

#### **6.1 Summary**

HRIS has become one of the most essential information systems. Therefore, this study focused on the influence LAWSON V 9 has on decision making in LGAs. Study has expected to explore the practices of LAWSON V 9 in LGAs and to find the influence LAWSON V 9 has on the quality of decisions made in LGAs based on the perception and opinions of selected participants.

The study was sequentially designed and employed a mixed methods approach (Cresswell and Plano, 2011). A case study was conducted in Kiteto district involving 53 participants from different employees groups. A structured questionnaire and observation were used to collect data from selected participants. This was followed up by in-depth interviews– for the purpose of complementing the quantitative data with more in-depth explanations and information. A review of policy documents, reports and minutes of meetings was done to obtain secondary information and to add value to the primary data. The researcher conducted a pilot study to test the validity and reliability of the data collection tools. Narrative explanations and SPSS were used to analyse the collected data. The researcher adhered to ethical standards to ensure the participants' rights are protected and the findings of the study are trustworthy as possible. The developed conceptual framework was broke down into variables identifying the independent and dependent variables to find the correlations to each other.

With regard to the sources of information, it was found that the utilization of LAWSON V 9 in LGAs aids HR officers to make accurate and timely decisions based on HR business rules, such as new hire, promotion, transfer, termination, payroll management and processing, status change, leave management, staff development and performance appraisal. The system is based on workflow and approval processes that enhance control and accountability at different levels of data management and decision making.

Furthermore, the findings indicate that the use of LAWSON V 9 has improved the accuracy and timeliness of decisions made in LGAs particularly in Kiteto District. LAWSON V 9 has positive and significant influence on improvement of managers' decision-making on areas of recruitment and selection, payroll administration, promotion and retirement. Correlation value for these factors was significant and this indicates that proper use of LAWSON V 9 provides accurate and timely data for decision making. Therefore the findings strongly advocate that employees receive effective and efficient services from their HR officers.

Besides, the result of this study shows that LAWSON V 9 does not improved the quality of decisions made on areas of Leave and training and development management. The results from the coefficient tables on leave and training practices show a medium positive relationship. This indicates that the use of LAWSON V 9 in KDC does not increase accuracy and effectiveness of decision made on employees' training and annual leave management significantly.

## **6.2 Conclusions**

This study aimed to find out whether the use of LAWSON V 9 improved the quality of decision made in the Local Government Authorities in Tanzania. The study attempted to explore the practices of LAWSON V 9 in LGAs particularly in Kiteto District. It also tried to find out how the utilization of LAWSON V 9 system has improved the quality of decisions made by the HR officers in the HR functions in their work place.

The findings revealed that LAWSON V 9 has improved the quality of decision made in the LGAs. The ability of the LAWSON V 9 as a management information system to collect, record, analyze, store and produce information has enabled the LGAs to have

access of up to date information for decision making. The LGAs is in position of up to date information on recruitment (new hire) process, salary administration, updating employees' data, control over deductions and production of various employees' related reports. According to Iwu and Allen-Ile (2014) the use of E-HRM systems enhance efficiency by reducing the cycle times for processing paper-work, increases data accuracy and reduces the workforce in tertiary institutions. This is synonymous with findings in this study, which confirmed that the use of LAWSON V 9 improved the quality of decision made and the levels of efficiency and effectiveness in service delivery.

In addition, the system has increased the quality (accuracy and timely) of decisions made on areas of recruitment and selection, promotion, salary deductions, salary payments and retirement/termination of employees. However, there is a need to continuous training on skill-related among HROs in order to ensure the sustainability and proper use of the system. Training/development and leave schedules should be designed and keyed into the employee's profile, so that HR is aware of exactly what type of training/leave is required, the time it would take to complete as well as its frequency and the overall cost. This would in return also allow the HR department to monitor which employee has completed various training programs and whether that particular training helps employees in better performing their jobs.

However, the influence LAWSON V 9 has on the quality of decisions has enabled the LGAs to improve the effectiveness and efficiency in service delivery to the public servants. The researcher thus deduced that the utilization of LAWSON V 9 system by the HR officers has brought about faster turnaround time, efficiency and immediacy in feedback to staff queries and helping the HR officers in making good decisions. This no doubt answers the main research question in the affirmative.

### **6.3 Recommendations**

Firstly, LAWSON V 9 training should be conducted to all HROs in LGAs to increase the effectiveness and efficiency in delivering better service, saving time and cost. The few trained HROs are the ones who have direct access to LAWSON V 9 system. The problem occurred when the experts are not in the office, for example when they are

assigned to other activities such as meetings. That means other employees who have different problems which need to be solved through the system their problems are not solved at that particular time. Therefore the government has to train all HROs to have access on the LAWSON V 9 system so as to solve employees' related issues on time.

Secondly, a consultative process should begin such as a seminar with stakeholders who have access with the LAWSON V 9 system to ensure all the key features are captured in a dynamic HR environment. Training and seminars should also be conducted to other employees in the Council to learn how LAWSON V 9 works so that they can be patient when HR officers are dealing with their issues in the system.

Thirdly, there is a need of having employee self-service module in the LAWSON V 9 system. In modern environment this module is very important because continuous monitoring and evaluation are essential. The module should allow employees, together with professionals in HR department to manage the employee's database. With the right permission, employees can access their data with read-only. This can help each employee to know the changes made or to know the missing documents in his/her database hence to take immediate action.

## **6.4 Implications of the Findings**

### **6.4.1 Theoretical Implications**

This study, sought to find the influence LAWSON V 9 has on administrative decisions particularly in terms of the accuracy and timeliness of decisions made in LGAs. The study also explored the use of LAWSON V 9 in HR functions. Important trends were observed in the dependent variable, which was divided into the two dimensions of quality (accuracy and timely). Findings indicates that the use of LAWSON V 9 in HR functions perceived a higher degree of accuracy and timeliness on decision making process but HROs they were unable to use it to the full extent. This was because of constraints in exercising their agency (such as limited skills and knowledge) and constraints posed by the infrastructure and network.

The finding here was also found to be in line with the theoretical propositions and empirical literature that state that the use of Human Resource Information System

improves administrative efficiency through faster information processing, greater information accuracy and lower HR costs. Based on the study findings, the researcher suggests model for LAWSON V 9 (Figure 5.1) and the following theoretical implications are drawn:

Firstly, studying the use of LAWSON V 9 on decision making process provides an effective theoretical approach for ICT studies. This present study is one of the first attempts to demonstrate the influence LAWSON V 9 has on administrative decision making in Tanzania LGAs.

Secondly, personnel particularly the government employees might theoretically be aware of existing ICT systems that improve the quality of decision-making through better management of information relating to staff members.

#### **6.4.2 Implications for Policy and Practice**

The policy is crucial as it might serve as a guide for the development and implementation of LAWSON V 9 system that can ensure the management of HR data from recruitment to retirement process based on existing rules and regulations. The study pinpointed three areas that hold large implications for policy and practice.

First, security and privacy- Consideration should be given on using security and privacy mechanisms to ensure the proper use and handling of personal information and transactions. This requires assuring security, legality, protection of privacy, prevention of intrusion and detection of attempts at unauthorized access. The exposure of sensitive information to unauthorized individuals could cause severe harm to the government in management and delivery of services to the public servants. The regular review of ICT policies keeps abreast of the developments globally exacerbated by globalization.

Second, the government should invest more on the LAWSON V 9 software. The use of LAWSON V 9 system should be improved in Local Government Authorities so as to improve the work function of the HR officers and also to bring about quick service delivery.

Third, there is a need to strengthen HR officers by providing frequent training to enhance their knowledge, skills and capabilities on using LAWSON V 9. The Government should come to an agreement with the vendor on LAWSON V 9 features beforehand to avoid malfunctions due to incompatible infrastructure and network problems. Government has to connect all the LGAs with OPTIC FIBRE network which is faster compared to the currently TTCL network which is not favourable.

### **6.5 Limitations of the Study and Suggestions for Further Research**

The study suffers from four limitations which open up new avenues for future research. First, the study focused only on LGAs. The study did not cover MDAs and other Public Institutions that receive 100% Government subventions for their operations. More studies of similar nature may be conducted to other LGAs and MDAs in Tanzania so as to have a clear picture of the existing situations pertaining to the influence LAWSON V 9 has on the quality of decisions made.

Second, the study used case study approach. The similar study based on empirical surveys should be conducted on the influence LAWSON V 9 has on quality of decisions for efficient and effective use of information for decision-making. Only then will the influence of LAWSON V 9 on decision making will be known.

Third, the study findings are limited to one Human Resource Information System. It would thus be very interesting to extend this study further in examining the linkage of Human Capital Management Information System (LAWSON V 9) with other HR systems in the LGAs. LAWSON V 9 should link with other software used in LGAs like EPICOR 9.05, HRHIS and the PLANREP3. This might allow integrating HR functions with other business functions to increase efficiency and effectiveness in delivery of services.

Fourth, there are limited literatures about this study. This study serves as a contribution to the literature regarding how LAWSON V 9 works in Tanzania Local Government Authorities. Therefore, the researcher calls upon other researchers from universities, colleges, research organizations and those with special interests to conduct more comprehensive studies on the subject matter.

## REFERENCES

- Aina, L. O. (2004). *Research in Information Sciences: An African Perspective*. Ibadan-Lagos: Stirling-Horden Publishers.
- Alam, G.M. (2008). *Impact of Private Higher Education on Bangladeshi Education System: An Investigation of Education Policy*, Germany: VDM Verlag.
- Alvani, M. (2005). *The Role of Management Information Systems (MIS) in Decision-Making*, Management Studies Quarterly, number 47, Tehran: Ney Publications.
- Anderson, A. (2013). *Bad Decision-Making Processes that Affect Employees Badly*. [http://www.ehow.com/info\\_8352165\\_bad-processes-affect-employees-badly.html#ixzz2HBwrGP2t](http://www.ehow.com/info_8352165_bad-processes-affect-employees-badly.html#ixzz2HBwrGP2t). [Accessed 13<sup>th</sup> August, 2014].
- Beadles, A., Lowery, C., Johns, K. (2005). *The Impact of Human Resource Information Systems: An Exploratory Study in the Public Sector*. Communications of the IMMA, Volume 5, Issue 5. [Online], Available from [www.iima.org/CIIMA/11%205.4\\_Beadles\\_39-46.pdf](http://www.iima.org/CIIMA/11%205.4_Beadles_39-46.pdf) [Accessed on 3<sup>rd</sup> November, 2014].
- Bell, J. (2005). *Doing Your Research Project: A guide for First-Time Researchers in Education, Health and Social Science*, 4th ed.; Maidenhead: Open University Press.
- Bhattacharya, D.K. (2010). *Human Resources Research Methods*, 5<sup>th</sup> Edition, Oxford: Oxford University Press.
- Browning, V., Edgar, F., Gray, B., Garrett, T., (2009). *Realizing Competitive Advantage Through HRM in New Zealand Service Industries*. The Service Industries Journal, Vol. 29, pp. 741-60.
- Collis, J. and Hussey, R. (2009). *Business Research: A Practical Guide for Undergraduate and Postgraduate Students*. 3rd Edition. India: Palgrave Macmillan.
- Cohen, L. (2000). *Research Methods in Education*, (5<sup>th</sup> Ed.) London: Routledge.

- Cresswell, J. W. and Plano, C. V. L. (2011). *Designing and Conducting Mixed Methods Research* (2 ed.). Thousand Oaks, CA: Sage Publications Inc.
- Fabunmi, M. and Erwat, A. (ab.2007). *The Contribution of Information Acquisition and Management Capacity to Administrators' Decision-Making Effectiveness in Tertiary Institutions in South-Western Nigeria*.  
<http://www3.airweb.org/webrecordings/publications/africanreview/Fabunmi%20and%20Erwat.pdf>. [Accessed 16<sup>th</sup> August, 2014].
- Gupta, C.B. (2006). *Human Resource Management 7<sup>th</sup> Ed*, New Delhi: Sultan Chand and Sons.
- Hendrickson, A. (2003). "*Human Resource Information Systems*": Backbone Technology of Contemporary Human Resources, *Journal of Labour Research*, Vol. XXIV, No. 3.
- Iwu, C. and Allen-Ile, C. (2014). *Influence of E-HRM in decision making in selected tertiary institutions in South: Perspectives on some South African firms and Organisations*, *Journal of Management Development*, Vol. 32 (4), pp. 404-418.
- Kader, A. (2013). *HRIS Practices in Universities: An Exploratory Study on the Private Universities in Bangladesh*, *Global Journal of Human Social Science Research*, Vol 13, No 7-G.
- Kalikawe, G. (2010). *Assessment on the Effectiveness of HRIS in Parastatal Organizations*. NHC Dar es Salaam: Unpublished Masters Dissertation: Mzumbe University, Morogoro.
- Kassim, K., Ramayah T. and Kurnia, S. (2012). "*Antecedents and Outcomes of Human Resource Information System (HRIS) Use*". *International Journal of Productivity and Performance Management*, Vol. 61, pp. 603 – 623.
- Kavanagh, M., Gueutal, H. and Tannenbaum, S. (1990). *Human Resource Information Systems*. Boston: PWS-Kent.

- Kovach, Hughes, Fagan and Miggetti. (2002). “*Administrative and Strategic Advantages of HRIS*”, *Employment Relations Today*, Vol. 29, Issue 2.
- Krishnaswani, O.R. (2002).*Methodology of Research in Social Sciences*, 1st ed, New Delhi: Mahakshmi Printer and Processors.
- Kvale, S. and Brinkmann, S. (2009).*Interviews: Learning the Craft of Qualitative Research Interviewing*. Los Angeles, Calif., Sage.
- Laudon, K. and Laudon, J. (2009).*Management Information Systems*, (10<sup>th</sup> Edition), Pearson Education, USA: Prentice Hall PTR Upper Saddle River.
- Lussier, R. (2011). *Management Fundamentals: Concepts, Applications, Skill Development*, Cengage Learning. *Journal of Management Development*, Vol. 31 (5), pp. 416-458.
- Magenda, A. (2011). *Investigation of Problems Facing Application of HRIS*. Institute of Judicial Administration. Unpublished Research Report: (IJA) Lushoto, Tanga.
- McLeod, R. Jr and Anctis, G. D. (1995).*A Resource-Flow Model of The Human Resource Information System*. *Information Technology Management*.6(3). Available from: <http://jitm.ubalt.edu/VI-3/article1.pdf> [Accessed on 24<sup>th</sup> December, 2014].
- Moorhead, G and Griffin, W.R. (2000).*Organizational Behavior: Managing People and Organization*, (5th Edition), Delhi: AITB.
- Moynihan, D. P and Pandey, S. K. (2005). Testing How Management Matters in an Era of Government by Performance Management. *Journal of Public Administration Research and Theory*, 15(3), 422-39.
- Mullins, J.L. (2000). *Management and Organizational Behavior*, (5<sup>th</sup> Edition). London: Pearson Education.

- Mwanyika, P. (2009). *Assessment of the Role and Performance of Human Resource Management Information Systems in Public Organisations*. PPF Ltd Dar es Salaam. Unpublished Masters Dissertation: Mzumbe University, Morogoro.
- Ngai, E.W. and Wat, F.K. (2006). *Human Resource Information Systems: A Review and Empirical Analysis*, *Human Resource Information Systems*. 35(3), 297-314. Full-text [online]. Emerald [Accessed on 21<sup>st</sup> January, 2015].
- Ostermann, H. (2009). *Benchmarking Human Resource Information Systems*. In T Coronas and M Oliva (Ed.), *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM*, Hershey, PA: IGI Global.
- Pant, S. and Hsu C. (1995). *Strategic Information Systems Planning: A Review*, *Information Resources Management*, Association International Conference, May 21–24, Atlanta.
- Pattanayak, B. (2008). *Humana Resource Management*, 3<sup>rd</sup> Edition, India: Prentice Hall of India.
- Parry, E. (2009). *The Benefits of Using Technology in Human Resources Management*, In T. Coronas and M. Oliva (Ed.) *Encyclopedia of Human Resources Information Systems: Challenges in E-HRM*, Hershey, PA: IGI Global.
- Pozzebon, M. (2006). "Combining Social Shaping of Technology and Communicative Action Theory for Understanding Rhetorical Closure in IT", *IT and People*, vol. 19, no. 3.
- Reddic, C. G. (2009). *Human Resources Information Systems in Texas City Governments: Scope and Perception of its Effectiveness*. *Public Personnel Management*. 38(4), 19-34. Full-text [online]. Academic Search Premier, EBSCOhost [Accessed on 13<sup>th</sup> February, 2015].
- Sekaran, U. (2003). *Research Methods for Business, A Skill Building Approach*, 4th Edition, India: John Wiley.

- Shibly, H. (2011). *Human Resources Information Systems Success Assessment: An Integrative Model*, Australian Journal of Basic and Applied Sciences, 5(5), pp. 157–169.
- Troshani I, Jerram, C., Hill, S. R. (2011). “*Exploring the Public Sector Adoption of HRIS*”, Industrial Management & Data Systems, Vol. 111, pp. 470 – 488
- URT. (2003).*National Information and Communication Technologies Policy*, Dar es Salaam: Ministry of Communications and Transport.
- URT. (2011).*Human Capital Management Information System (HCMIS) User Manual*, Dar es Salaam: President’s Office Public Service Management.
- Varshney, G.K. (1997). “*Theory and Practice of Management*”, New Delhi: Top Publication.
- Wong, G., Greenhalgh, T., Westhorp, G., and Buckingham, J. (2013).*RAMESES Publication Standards: Realist Syntheses*. BMC Medicine, 11(1), 21.
- Wiblen, S., Dery, K., Grant, D. (2010).*Transitioning from a Proprietary to Vanilla HRIS: The Resulting Implications for Talent*, Proceedings of the 3rd European Academic Workshop on Electronic Human Resource Management, Bamberg, Germany.
- Yasemin, B. (2012).*The Importance of Using Human Resources Information Systems*. A Research on Determining the Success of HRIS, Management Knowledge and Learning International Conference, pp 53-62.
- Zhang, L and Wang, H. (2006).*Intelligent Information Processing in Human Resource Management: An Implementation Case in China*. Expert Systems. 23(5), 356-369. Full-text [online].Academic Search Premier, EBSCO host [Accessed on 12th January, 2015].

## APPENDICES

Appendix I

### LETTER OF INTRODUCTION, MZUMBE UNIVERSITY



(CHUO KIKUU MZUMBE)  
SCHOOL OF PUBLIC ADMINISTRATION AND MANAGEMENT

E-mail: [mu@mzumbe.ac.tz](mailto:mu@mzumbe.ac.tz)  
Tel: +255 (0) 23 2604380/1/3/4  
Fax: +255 (0) 23 2604362  
Cell: +255 (0) 744 994029

P.O BOX 2  
MZUMBE  
MOROGORO, TANZANIA

Ref. No. MU/FPAM/DHRM/VOLI/80

21<sup>st</sup> November, 2014

TO WHOM IT MAY CONCERN

RE: DATA COLLECTION FOR MR. JOROJICK PAULO

The above named is a student of this University in the School of Public Administration and Management pursuing Master of Science Human Resource Management ( MSc HRM) **Mr. Jorojick** has finished Semester II of his studies which ended in July, 2014.

As a partial fulfillment of the requirement for the award of Masters Degree every graduate student is required to undertake dissertation on a topic relevant to his area of specialization. The candidate has opted to conduct a study on the topic titled:

***The Influence of Human Resource Information Systems on Decision Making in LGAs: A Case Study of Lawson Version 9 in Kiteto District Council.***

The study (research) is expected to take only six months and thereafter **Mr. Jorojick** will be required to submit the report to the School of Public Administration and Management as per University regulations.

We strongly request your good office to accord him with necessary assistance.

Thank you for Cooperation.

  
Dr. Wilhelm Leonard  
Act. Dean SOPAM

Dean  
School of Public Administration  
and Management  
Mzumbe University  
P. O. Box 2  
MZUMBE

PERMIT TO CONDUCT A RESEARCH, KITETO DISTRICT

**KITETO DISTRICT COUNCIL**

Tel. 255 (27) 2552000  
Fax. 255 (27) 2552020



District Executive Director  
S.I.P 98,  
KIBAYA/KITETO.

Ref. No. HMW/KIT/MZ/227/VOL.III/281      25<sup>th</sup> November, 2014

Dean SOPAM,  
Mzambe University,  
P.O. BOX 2,  
MOROGORO.

**RE: YOUR REQUEST FOR DATA COLLECTION**

Kindly refer the above heading and your letter dated on 21<sup>st</sup> November, 2014 with Ref. No. MU/FPAM/DIIRM/VOL.I/80 concerned with the above subject matter.

I would like to inform you that your request for Mr. ~~Ms. Miss~~ **JOROJICK PAULO D.** to undertake research in organization has been accepted.

We look forward for good services and conduct from him.

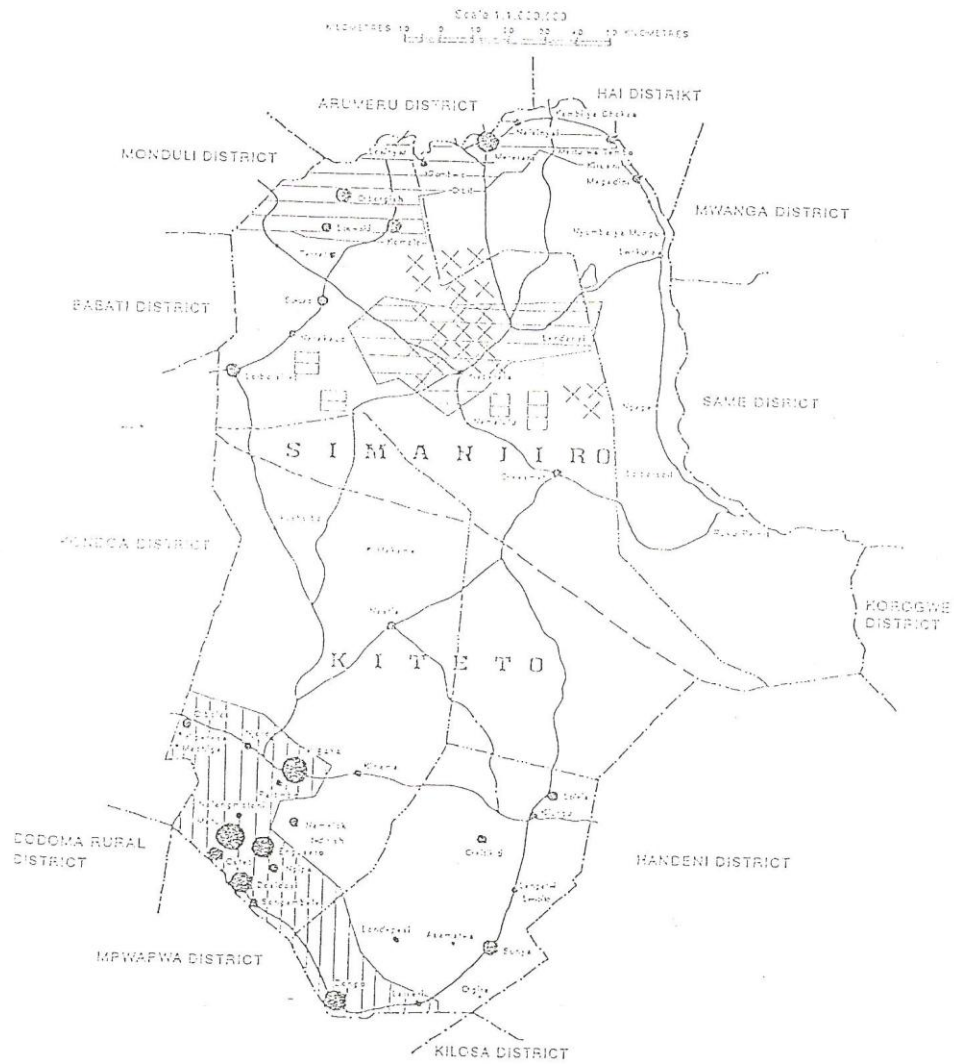
Yours,

  
Laurent Kimaro  
For: DISTRICT EXECUTIVE DIRECTOR  
KITETO DISTRICT COUNCIL

DISTRICT EXECUTIVE DIRECTOR  
KITETO DISTRICT COUNCIL

CC:  
Jorojick Paulo D.

### MAP OF KITETO DISTRICT, TANZANIA



## QUESTIONNAIRES

Dear participant,

I am Jorojick Paulo Daniel, a student of Master of Science in Human Resource Management from Mzumbe University, Morogoro. As part of my Master's dissertation, I am conducting a research which aims to find out how LAWSON V 9 has influenced decision making in Local Government Authorities.

This research is purely for academics purposes. All the information provided in this study will be kept confidential and anonymous. It should not take more than 10 minutes to fill out this questionnaire. I would be very much appreciative if the questionnaire could be returned at your earliest suitable time. Your cooperation in this regard is highly appreciated.

### **A: Personal Details**

1. Sex (please tick your category)

Male	Female
<input type="checkbox"/>	<input type="checkbox"/>

2. Age (please tick your age group)

21 - 25	26 - 30	31- 35	36 - 40	41and above
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Educational level (please tick your educational category)

Certificate	Diploma	Advanced Diploma	Bachelor Degree	Master Degree	Others
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Total years of work experience (please tick your experience group)

1-3	4-6	7-9	10-12	13+

5. Job position (please tick your job category)

HoD	HoS	Adm. Officer	HR Officer	Others

**B: Topical Issues**

6. Which areas do you normally apply LAWSON V 9 as a decision making tool in your workplace? .....

Response Key:

Strongly Disagree (SDA)

Disagree (DA)

Neutral (N)

Agree (A)

Strongly Agree (SA)

S/No	Statements	SDA 1	DA 2	N 3	A 4	SA 5
7	The use of LAWSON V 9 has increased reliability of HR data and better reports for decision making.					
8	Since we started using LAWSON V 9 complaints about salary delays have been reduced.					
9	LAWSON V 9 has reduced delays in affecting new salaries for employees' who got promotions.					
10	The use of LAWSON V 9 has removed delays on hiring new applicants and status change.					
11	Since we started using LAWSON V 9 accurate data on employees' annual leave has been produced.					

12	The use of LAWSON V 9 has produced accurate and timely data on employees' retirement.					
13	The use of LAWSON V 9 has simplified the deductions to be taken each month from the employees' salary.					
14	Since we started using LAWSON V 9 delays in employees promotion was reduced.					
15	Using LAWSON V 9 has minimized time spent on preparation of employee data sheet.					
16	The use of LAWSON V 9 has reduced the number of ghost workers in work place.					
17	I rely in LAWSON V 9 to make decisions about employees'.					
18	The use of LAWSON V 9 has produced accurate and timely data on employees' training.					
19	Using LAWSON V 9 has reduced the time I spend in preparation of seniority list.					
20	Decisions I make are more accurate than before because of LAWSON V 9.					

**Thank you very much for taking time to answer this questionnaire**

## INTERVIEW GUIDE

### A: Personal Details

Sex

Age

Education level

Work experience

Job position

### B: Topical Issues

1. Does the utilization of LAWSON V 9 system enable the HR officers in decision-making on the HR functions of the LGAs?
2. Does LAWSON V 9 work effectively?
3. Who interact with the LAWSON V 9?
4. Is LAWSON V 9 integrated with the Council's other systems?
5. Does LAWSON V 9 provide accurate and up to date information on HR?
6. Does LAWSON V 9 help to manage payroll process?
7. Does the use of LAWSON V 9 reduce the number of ghost workers instantly?
8. Does LAWSON V 9 help to decide on employees' raises?
9. Does the use of LAWSON V 9 help to control employees leave?
10. Does LAWSON V 9 help to manage time and attendance recording?
11. Does the use of LAWSON V 9 control deductions from employees' salary?
12. Does LAWSON V 9 help to do Training Need Analysis (TNA)?
13. Does the use of LAWSON V 9 help to manage promotion?
14. Does the use of LAWSON V 9 improve the recruitment processes?
15. In your view, what do you think should be done to ensure effective use of LAWSON V 9 for improved decision making?

**Thank you for your maximum cooperation**