



36 to efficiency and effectiveness on the employees' management in the public service in  
37 Tanzania.

38 A well designed and comprehensive Human Capital Management Information System  
39 or Lawson (HCMIS) provides the needed information within the shortest period and reduced  
40 cost (Pattanayak, 2008). Payroll management is basically employees' records management  
41 which involves creating records, deleting records and save records for employees according  
42 to their information given to the administration of the organization. Payroll management  
43 deals with the entire lifecycle of the employee from recruitment to retirement (URT, 2013).  
44 Due to this fact, the government of Tanzania has always bothered to update and reorganize its  
45 functions and duties from time to time.

#### 46 **LITERATURE REVIEW**

47 The swiftly growing and use of information technologies has changed cultures of  
48 many organizations worldwide. For instance, in UK the government agencies decided to  
49 adopt the use of Human Resource Information System as the need to respond to an  
50 increasingly demanding public, listing increased customer responsiveness and improved  
51 quality of services (IBM GHCS 2000). Similarly, most Asians nations decided to adopt the  
52 use of Human Resource Information System in change the bureaucratic culture of most  
53 government which halted the adoption of bottom-up approach (community centered approach  
54 (The Global Human Capital Study (2005).

55 As results of global development sparks, a decade ago, some organization in Tanzania  
56 started to use of Human Resource Information System. Earlier studies by Gupta (2006) and  
57 Magenda (2011) have unearthed the significances of using Human Resource Information  
58 Systems in Tanzania. As pointed by Gupta (2006) human resource information system helps  
59 in storage of employees' records that can be retrieved and updated easily. In his later study,  
60 Bhattacharya (2010) added that Human resource information system to a great extent

61 facilitate in compiling employee related information for subsequent use of the same for  
62 human resource activities also fulfill the strategic intent of the organization. Furthermore,  
63 Paul (2011) insisted on the need for organizational change to accept use of Information  
64 Technology in the management of their employees.

65

## 66 **NEEDS AND SIGNIFICANCE OF THE STUDY**

67 In the current trend of high enrolment of civil-servants and expansions in the public  
68 sector in Tanzania, demand to take a new route in the administration and management of  
69 the Public Service is impelling. The pressure to transform from a centrally controlled  
70 bureaucracy to a more decentralized, flexible and initiative-led institution was no longer  
71 inevitable in 2000s. A number of reasons behind this move were outlined such as to  
72 introduce new policies, principles and practices that ensured that public servants became  
73 motivated, conducted themselves to the highest ethical standards, and that they put their  
74 skills and talents to productive use (URT, 2013). As the strategies to attain such goals,  
75 different initiatives were developed and implemented (URT, 2008).

76 One of the initiatives is the Tanzania's Public Service Reform Programme (PRSP)  
77 which aimed to streamline government, reduce employment numbers, introduce wage bill  
78 control, and improve public service incentives, accountability, skills, service delivery and  
79 management systems (URT, 2006). The goal was a smaller, affordable, well-compensated  
80 public service with the emphasis on results and outcomes. Streamlining the government  
81 and introducing wage bill control alongside with PSRP was the introduction of HCMIS.  
82 This information system is introduced in human resources management on the assumption  
83 that, greater efficiency and effectiveness can be achieved in public service delivery (URT,  
84 2008).

85           Despite the enthusiastic spirit of the current government to curb grand corruption  
86 and unwise use of resources by vanishing all ghost workers from the payroll, one may be  
87 tempted to assess the perceptions of employees on the use of Lawson in payroll management.  
88 Therefore the current study particularly was sought to examine the perceptions of teachers  
89 in public secondary schools on the use of Lawson in payroll management in Tanzania.

## 90    **METHODOLOGY**

91 This study employed a mixed research approach. Creswell (2012) defined a mixed method  
92 research as a procedure for collecting and analyzing data by mixing both quantitative and  
93 qualitative methods in a single study or series of studies at the same moment to understand a  
94 research problem. The study used a cross-sectional research design and questionnaires,  
95 interview and documentary review as tools for data collection from 100 respondents.  
96 According to Cohen, et al (2007) a cross-sectional study is one that produces a 'snapshot' of  
97 a population at a particular point in time. The study was conducted in the public sector in  
98 Tanzania.

## 99    **RESULTS AND DISCUSSION**

100 The findings and discussion of this research study are presented in this section. Both  
101 quantitative data and qualitative information collected from teachers and heads of schools  
102 from public secondary schools are presented and discussed.

### 103    **Perceptions of Teachers on Use of Lawson in Payroll Management**

104           The results presented in Table 1.1 below indicate that, teachers in public secondary  
105 schools in Tanzania were neither in favor of positive nor negative statements. In addition,  
106 findings in Table 1.1 further reveal that teachers in public secondary schools in Tanzania  
107 were generally unaware of many activities done by the Lawson. This is evident when  
108 analyzing the average performance on positive statements on the use of Lawson (Mean =

109 2.53). Similarly, the average mean performance of the teachers on negative statements on the  
 110 use of Lawson was low (Mean = 2.45).

111 **Table 1:1 Teachers’ Perceptions on Use of Lawson in Public Secondary Schools**

<b>Positive Statements</b>	<b>Mean</b>	<b>Std.Devi ation</b>
HCMIS (Lawson) as a system performs excellently	2.56	1.166
HCMIS (Lawson) is well organized	2.51	1.059
HCMIS (Lawson) is somehow expensive	2.74	1.143
HCMIS (Lawson) is a transparent system	2.54	1.086
HCMIS (Lawson) controls payroll malpractices	2.65	1.132
HCMIS (Lawson) has eradicated promotion delays.	2.16	1.269
<b>Average Mean</b>	<b>2.53</b>	
<b>Negative Statements</b>		
HCMIS (Lawson) is poorly structured	2.21	1.057
HCMIS (Lawson) is difficult to be used	2.13	1.031
HCMIS (Lawson) is too complicated to use	2.15	.936
HCMIS (Lawson) creates godlike HRs	2.51	1.168
HCMIS (Lawson) creates godlike IT experts	2.60	1.163
HCMIS (Lawson) is not a participatory system	2.73	1.213
HCMIS (Lawson) is weaker due to poor power supply, poor bandwidths and poor infrastructure	2.85	1.218
<b>Average Mean</b>	<b>2.45</b>	

112 **Source: Field Data, 2016 Key: 4 = completely true, 3 = True, 2 = not true and 1 =**  
 113 **completely not true**

114

115 Doubtless, the current study findings are an indication that teachers in public  
 116 secondary schools are not interacting with the Lawson (software) in their day to day

117 activities. However, the findings have clearly revealed that teachers in public secondary  
118 schools are familiar with the existence and use of Lawson in managing their payroll and  
119 promotion.

120 On the other hand, the negative perception of teachers in public secondary schools in  
121 Tanzania may have been influenced by lack of neutral scale in used the likert scale  
122 questionnaire. The used likert-scale type questionnaires had only four scales without the  
123 neutral scale. In most studies that intended to measure employees' attitudes, feelings and  
124 perceptions use of neutral scale is said to increase the probability of guess responses. As put  
125 forward by Clason & Dormody (1994) use of four-point scale without neutral response help  
126 to minimize undecided responses. Similarly, numerous studies have used four-point (Behnke  
127 & Kelly, 2011; Robinson & Shepard, 2011).

## 128 **Perceptions of Head of Schools on the use of Lawson in Payroll Management**

### 129 **Lawson Ensures Records Keeping**

130 Data obtained during the interview with head of schools revealed that Lawson has  
131 continued simplifying the tidy work of previous manually approval of staff data in various  
132 public secondary schools. Now, the Lawson has simplified process of filling new data and  
133 retrieving data for in-service teachers. It was further argued that, head of schools together  
134 with staff from Human Resource department at the respective district or municipal can update  
135 any data, add or remove any name of employee than experienced previously. Head of school  
136 commended the ability of Lawson to tracking and establish the status of employees in each  
137 department and specific school.

138 In addition, it was argued that use of Lawson has simplified the process of preparing  
139 monthly salary and cleaning of ghost workers. This could be further interpreted that, before  
140 the use of Lawson there was misappropriation of government funds by paying salaries to

141 ghost (pseudo) workers in Tanzania. During the interview one head of school from city  
142 council said that:

143 *Lawson has been very effective during payroll verification of our staff. Now it*  
144 *is easy to control the teachers who are present and absentees during payroll*  
145 *verification before payment of monthly salaries.*

146  
147 The above verbatim quote suggests that before the use of Lawson in public sector, it  
148 was difficult in managing employees' records. As pointed out earlier management of  
149 employees' records and removal of ghost workers from the public payroll in Tanzania has  
150 been a critical challenge over decades (Daily Nation, 2016). As observed by Sawe and  
151 Maimu (2001), despite of the ability to identify some 16,000 ghost workers out of a total of  
152 around 350,000 employees of public sector in Tanzania, the follow-up attempts to reconcile  
153 the census data with the actual payroll were unsuccessful. Moreover, the current study  
154 findings support the contemporary efforts made by the government of Tanzania to lessen the  
155 government expenditures for ghost workers amount to \$ 2 million due a month (UWEZO,  
156 2016).

### 157 **Lawson Ensures Effective Communication**

158 It was noted that Lawson has been an effective communication tool among head of  
159 institutions and the government. Data obtained during the interview with head of secondary  
160 schools indicated that Lawson has facilitated sharing of reliable information from the  
161 government. Moreover, head of schools insisted that Lawson has managed to update  
162 employees' bio data and other information on time.

163 The above findings corroborate with earlier study by IBM GHCS (2005) that Lawson  
164 is effective to be used by the government agencies to ensure effective communication  
165 between employees and institutions. These current study findings are well versed in the  
166 previous study by Sawe and Maimu (2001) who asserts that the main challenge with

167 Tanzania Civil Service was the lack of systematic data collection and dissemination of  
168 information among the employees. As a result, lack of effective communication may lead  
169 directly to a crisis in personnel information management and an inability to target the wage  
170 bill and plan human resource deployment.

### 171 **Lawson Ensures Transparency and Accountability**

172 During the interview respondents insisted that Lawson has opened room for  
173 accountability, transparency and integrity. It was further argued that, head of schools and  
174 staff responsible for salary and payroll management do not temper with the salaries and other  
175 employees' benefits. During the interview one head of secondary school said that;

176 *I can assure you that, since its establishment, Lawson has increased*  
177 *accountability, transparency and integrity among the district officials and HR*  
178 *staff. No more corruption and delay of getting information from the district*  
179 *HR department.*

180  
181 The current study findings had proved the critical challenges of lack of transparent in  
182 the previous payroll management of public servants in Tanzania. As noted by Schalkwyk  
183 and Widner (2012) the previous payroll system in Tanzania was coupled with inadequacies  
184 in record keeping systems and difficulties integrating the Ministry of Finance and civil  
185 service records, which meant that some people continued to collect pay after termination.  
186 inadequacies in the payroll and record keeping systems, coupled with difficulties integrating  
187 the Ministry of Finance and civil service records, meant that some people (ghost workers)  
188 continued to collect pay after termination, while new employees often.

189 Despite of the very fascinating qualities of using Lawson in public secondary schools,  
190 Lawson is said to have some critical challenges that warrant for its review. During the  
191 interview, both teachers and head of schools acknowledges that were familiar with some  
192 challenges that makes Lawson malpractices.

193



**194 Late Updating of Employees' Data**

195 Available data reveal that teachers were complaining of late updating of their bio data  
196 and other employment records. It was learnt that, data for new and in-service employee are  
197 not instantly updated in Lawson. This delay has caused a number of challenges for employees  
198 to get their work benefits instantly and other related rights. It was further argued that  
199 inadequate of qualified staff to manage and use Lawson has created unnecessary delays in  
200 promotions and other teachers' benefits.

201 The current findings affirm the previous study by Schalkwyk and Widner (2012) who  
202 found that some staff responsible for payroll was computer illiterate and unmotivated.  
203 Furthermore, Sawe and Maimu (2001) noted that despite of the influential computer staff  
204 responsible for payroll management in Tanzania, deliberately they frustrated the process of  
205 updating the payroll as most of them had a stake in the continued existence of ghost workers

**206 Lawson is Not for All Employees**

207 During the interview, teachers were demanding for the personal accessibility to Lawson for  
208 effective management of their data and getting information. Teachers were blaming the  
209 government for failure to create access of Lawson for every employee in public sector like  
210 the open access to UTUMISHI portal. During the interview one teacher said that:

211 *We are the public servant, trusted to teach students but we cannot access*  
212 *our own employment records through Lawson. Lawson must be made*  
213 *accessible to every public servant to create trust on information and sharing*  
214 *of the results.*  
215

216 From the above quote, it implies that employees in public sectors could use the  
217 Lawson for verification of their bio data rather than waiting for one staff at district level. It  
218 can be further interpreted employment data for various employees could be update and used  
219 accurately if only every employee could update and verify his or her own data. The above  
220 findings are in line with Sawe and Maimu (2001) who found that 500 employees in public

221 sector in Tanzania were reinstated after mistakenly deletion from the government payroll in  
222 1996.

### 223 **Conclusion and Recommendations**

224 The findings of the present study have provided answers to the main objective and  
225 suggest that teachers in public secondary schools in Tanzania are aware of the existence of  
226 Lawson system. Additionally, it can be concluded that, HCMIS is a reality not a myth in  
227 payroll management in Tanzania. Despite of these two facts, the employees have parochial  
228 understanding of how the system works. Those who seem to be well versed with how the  
229 system works are the human resources officers and to some extent head of schools. The main  
230 reason is that, they are given opportunity to attend training and orientations about the system.

231 This study recommends the need to venture on other studies to find out the way to  
232 enlighten public employees the importance of the system. This can go hand in hand with the  
233 efforts of ensuring that, public employees have a portion to interact with the system.  
234 Allowing them to interact with the system does not mean leakage of information but creating  
235 a mechanism of access control for security purposes.

236

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