AN ASSESSMENT ON USERS' PERCEPTION ON THE IMPLEMENTATION OF APPLICATION SOFTWARE FOR BENEFITS CLAIM PROCESS WITHIN THE GOVERNMENT INSTITUTIONS PENSION FUND

A THESIS SUBMITTED IN PARTIAL FULFILMENT

OF

THE REQUIREMENTS

FOR

THE MASTER OF BUSINESS ADMINISTRATION MANAGEMENT STRATEGY DEGREE

OF

THE UNIVERSITY OF NAMIBIA

BY

STEFANUS NKOLE

200435795

May 2022

SUPERVISOR: PROF. NOBERT JERE (WALTER SISULU UNIVERSITY)

ABSTRACT

Information and Communication Technology (ICT) can help in benefit claim processing. To improve service delivery, Government Institution Management Information System (GIMIS) integrates the methods utilised by the Government Institutions Pension Fund (GIPF) to process benefit claims. Despite the implementation of GIMIS, the GIPF continues to have challenges in improving internal benefit claim processes due to the lengthy claim processes and system down-times that frustrate employees when processing benefit claims. As a result, the goal of this research was to assess the implementation of application software on benefit claims procedures inside the GIPF. The researcher reviewed user satisfaction with benefit claim processes at the GIPF Operations Department using the user's GIMIS experience. DeLone and McLean's Theoretical Framework theory on the Success Model of Information Systems is used in this study. A qualitative approach was utilised to collect primary data through interviews, and the data was analysed using thematic analysis. The findings of the study established that user satisfaction with GIMIS is reliant on a variety of variables, with user experience and flexibility playing a considerable role. Findings show that the usage of a technology influences experiences and these experiences, in turn, alter the perception of the technology. Challenges to the implementation of GIMIS include: errors, unplanned interruptions, manual completion of tasks, unplanned and inadequate training, multiple unnecessary steps, system freezing, recurrent windows system shutdown, and login time. These challenges have influenced user satisfaction on GIMIS implementation and in conclusion addressing the challenges identified to the implementation process could enhance service delivery with GIMIS. Nonetheless, the effect of GIMIS implementation on GIPF clients' service satisfaction was not assessed and recommended for further studies. The highlight of the recommendations is that there is a need to upgrade the GIMIS into a modern system by making it Web-Based to ensure improved system delivery.

Key words: Government Institution Management Information System (GIMIS), Application Software, Information Communication Technology

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABREVIATIONS

AST	: Adaptive Structuration Theory
Apps	Application Software
GIPF	: Government Institution Pension Fund
D&M T	: DeLone and McLean's Theory
D&M ISS	: DeLone and McLean's Information Systems Success
GIMIS	: Government Institutions Management Information System
IS	: Information Systems
IMS	: Information Management System
IT	: Information Technology
IMIS	: Institution Management Information System
IT/IS	: Information Technology and Information Systems
ST	: Structuration Theory
TTF	**:** Task-Technology Fit

ACKNOWLEGMENTS

The researcher recognises with appreciation the Namibia Business School team for their support rendered in various aspects during the coursework for my study and the guidance rendered. To my classmates “group-members”, you deserve a partnership stake, because it’s for your commitment in unity, that I’m at the stage that I am today. A vote of thanks is also extended to my family, (my Wife Elizabeth Nkole and the Kids), for their unwavering support and understanding of my hectic school calendar.

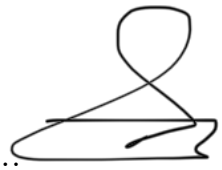
Allow me to also thank my employer the GIPF, for giving me this golden opportunity to enable me to take on this study, confidently the organisation will reap the benefit of its investment indefinitely, through the service provision that I will self-assuredly continue rendering to the organisation, because this coursework has transformed me from ordinary level to extra-ordinary level. Last but not least, allow me to thank my research supervisor Prof Nobert Jere, his toughness has adversely opened my eyes that they need to be widely open. Finally, all the Glory to The All-Mighty God who made it possible, Amen!

DEDICATION

This study is dedicated to my children 'Barbie, Meke, Tito, and Nalo, with the hopes of serving as a living testimony and a positive example of hard work and commitment. It should serve to them as a competitive benchmark achievement, pushing people to achieve similar or better achievements. It's equally devoted to my entire family and friends, with the objective of setting a high example to our Generation and it should serve as a positive role-model.

DECLARATIONS

I, Stefanus Nkole, hereby declares that this study, "an assessment of the implementation of application software on benefits claim processes within the Government Institutions Pension Fund" is my own work and a true reflection of my research, and that no part of this work, or any part of it, has been submitted for a degree at any other institution.



Stefanus Nkole…	……	……13/05/2022…
Name of Student	**Signature**	**Date**

CHAPTER 1 : INTRODUCTION

1.1 Introduction

The Internet has had a huge influence on how organisations function. Several sectors, as well as markets and enterprises, are always changing. In the new economy, innovations and frameworks must be deployed. Information Technology (IT) propels today's businesses and sectors to move forward. In today's economy, the Internet has evolved into a strong and comprehensive communication medium that aids in the execution and processing of economic transactions (Bloom & McKinnon, 2013). Existing sectors and businesses have undergone tremendous alterations as a result. Firms are seeking to comprehend and quantify the effect of IT to make informed decisions about critical IT expenditures. Despite this, business principles do not change. Economic regulations have not changed, since an organisation’s capacity to create positive net sales determines its long-term success or failure. Similarly, the crucial function in facilitating corporate transactions and giving critical information to decision makers, has not changed.

This study assessed the implementation of application software on benefits claim processes within the government institution pension fund. The study presents the background in terms of the information systems in improving service delivery and then narrows down the study specifically to Namibia. This chapter also discusses the problem that this research aims to tackle, as well as the significance,

limitations, and scope of the research. The ideas presented in this chapter are the result of an exploratory study.

1.2 Background of the study

The relevance of information systems within organisations has increased due to the emergence of information economies, as well as the spread of the Internet and worldwide commerce (Bughin, Lund & Manyika, 2016). Researchers and practitioners must recognise how information technologies shape the business world. Nowadays many organisations use complex information systems to control and assist in their business processes. Organisations have generally adopted technologies to improve data processing and improve service delivery, commonly known as Application Software (Apps). Application software is important for the automation of the organisation's tasks as well as reporting and lags in the organisation's activities (Druckman, Singer & Harold Van, 2020).

Pension funds, are as a result of a more client-centred approach, investing much in Information Technology and Information Systems (IT/IS). This is in an endeavour to improve the quality of pension administration in terms of efficiency and effectiveness. However, many of these systems fail due to technical, organisational, or individual factors (Nyandiere, Ateya & Kamuzora, 2015). Knowing about and paying attention to the early warning signs of application software implementation failures, increases software outcomes (Ahadian, Dorosti, Khajouei & Gohari, 2017).

The number of studies that evaluate the implementation of Institution Management Information System (IMIS) is increasing, however, it is still a small

percentage of literature available (Bloom & McKinnon, 2013). Assessing IS implementation on how and why users accept an IMIS will benefit decision-makers and managers in the pension industry to acquire knowledge about implementation processes and identify the key success factors to develop better implementation strategies (Komlan Koffi & Kingsford, 2016). The Government Institution Pension Fund (GIPF) is a pension fund administration organisation with 102 254 active members and 4200 pensioners that receive monthly pensions (GIPF, 2019). The GIPF's mandate is to provide administration services for its members. These include members' data management, providing retirement, and pension benefits paid to its members and beneficiaries when they become due and re-investment of members' monies (GIPF, 2019). Therefore, this research seeks to assess the implementation of the application software on benefits claim processes within the Government Institution Pension Fund.

1.3 Statement of the problem

According to the production unit within the Ministry of Labour Industrial Relations and Employment Creation (2018), improved quality service delivery and continuous innovation are often perceived as lacking in the public sector. Poor customer service has been shown to have a negative association with service delivery and is becoming an area of increasing concern in many public organisations (Wang & Groth, 2014).

The GIPF is a statutory pension fund that was created by the Namibian government to provide pension and other related benefits to civil servants as well

as employees of some institutions established by Acts of Parliament (GIPF, 2020). To improve the turnaround time for the processing of client claims, the GIPF in 1999 developed the Government Institutions Management Information System (GIMIS) on benefit claim processes. However, a study conducted by Kurtz (2019) has indicated that the GIPF is failing to improve customer service because the waiting time (in queues) before service is rendered is considered too long and the service agents are ignoring customers at the point of service.

The GIPF 2020 annual report has shown that there are plans to conduct field validation and additional functionalities projects to improve customer service and user/employee experience. This is an indication that employees' experience on the GIMIS is influencing customer service. Shim and Jo (2020) added that when it comes to Institution Management Information Systems, use and user satisfaction influence each other, and they both influence individual impact which in turn influences organisational impact.

According to Kuipers (2016), Information Technology (IT) presents organisations with a critical decision in building an environment that opens them up to new opportunities, resulting in viable, competitive enterprises that develop corporate value and supply customers with valuable products and services. However, to be adopted by an organisation, Management Information Systems should be well-managed by assessing the implementation of these systems in aspects such as Application Software (Apps). Therefore, this study assessed the efficacy implementation of application software on the benefit claim process with the GIPF, based on the users' experience of the GIMIS.

1.4 Research Objectives

The main objective of the study is to assess the influence of the implementation of application software on the benefit claim process with the GIPF, based on the users' experience of the GIMIS. The following sub-objectives guided this research:

1. To determine the extent to which GIMIS is being utilised by employees in the process of benefit claims
2. To assess the challenges that influence the satisfaction of users with GIMIS implementation on the benefit claim process
3. To examine how the GIPF can better benefit from the GIMIS on the benefit claim processes
4. To make recommendations on areas which require improvement for the GIMIS to lead to better results

1.5 Significance of the study

The acceptance of a system by users is critical to its success throughout its implementation. A major factor in the adoption of a GIMIS is the satisfaction of the employees who help customers with benefit claims. Although an integrated GIMIS system has the potential to be beneficial, getting it in operation is not without its challenges and thus the need to understand the issues that have an impact on whether employees are satisfied. Therefore, the lessons learned in the study are significant in terms of how to enhance implementation and modification procedures for future IT implementation projects within the GIPF. The study may also assist managers and IT developers to take proactive measures

to guarantee that GIMIS upgrades are in line with the needs and whether they are addressing the obstacles through lessons learned. That could in turn have potential to impact user satisfaction.

1.6 Limitation of the study

This study is mainly qualitative and is based on a case study of the GIPF at the operations department in Windhoek. Qualitative research has many limitations which include possible small sample sizes, potential bias in answers, self-selection bias, and potentially poor questions from researchers (Creswell, 2014). Due to the small sample to be researched, the generalisation of results from the study will be limited under the sample size of respondents from the administration division in Windhoek who are responsible for conducting benefit claim processes. For this internal qualitative study within the GIPF, employees may be biased because employees may give a popular answer that they agree with rather than a true opinion as this can negatively influence the outcome of the study. The study adopted a qualitative approach where interviews were employed as a data collection method on 15 respondents is a limitation by itself. This means that the findings cannot be generalized to represent any institution/ organisation using the same App except for the GIPF's GIMIS users in the Operations Department

1.7 Delimitation of the study

This research is only covering the GIMIS users from the operations department in Windhoek. Moreover, the GIMIS provides various services to the GIPF, such as members benefit claim payments, members' monthly annuities payments, members' annual benefit statement printing and members' salaries/contributions recording and updates, to mention a few. However, due to the focus of the study, the study will only be conducted on benefit claim processes.

1.8 Summary

This chapter identified and discussed the problem facing the GIPF when it comes to using GIMIS in processing benefit claims of their clients or beneficiaries. Currently, the benefit claim process as a service provided by the GIPF Operations Department is deemed poor even though the GIMIS was developed to improve service delivery. Thus, the GIPF Operations Department employees are complaining about claim processes on the GIMIS. Also, that the GIMIS is having many issues when it comes to claim processing processes. Therefore, this chapter provided the context of the study, and the background provided the circumstances in which the research was conducted in influencing the usefulness of Institutional Management Information Systems. Under this chapter, the study provided a broad interpretation of the way the research was conducted, who was involved in the stud. The next chapter provides more insight into the study through a review of literature based on various concepts related to Institutional Management Information Systems and user satisfaction.

CHAPTER 2 : LITERATURE REVIEW

2.1 Introduction

The previous chapter posited the problem facing, implementation of application software on the benefit claim process with GIPF based on the user`s experience on GIMIS and identified some objectives to be achieved by the study. This chapter presents a review of the literature on the above subject. The review links the purpose of the study to various theoretical perspectives about the study. This literature review demonstrates how the research problem in this study fits into the body of knowledge on the subject under study.

The theory is constructed on the evidence from different themes by first providing an overview of Management Information Systems (MIS). The review also provides an evidence-based assessment of MIS success. Finally, the review also brings forth models that have been observed to be effective in the assessment of Management Information Systems (MIS).

2.2 Overview of Management Information Systems (MIS)

An information system (IS) is a collection of components including hardware, software, databases, personnel and processes that managers may use to make better choices and manage company operations (Druckman *et al.,* 2020). Druckman *et al.* (2020) further added that ISs are also used to document and monitor the activity of other systems that are necessary for IS to work and these are referred to as target systems. On the infrastructure side, an information system is a software and network-based integration of several computers, displays and

visualisations, databases, storage systems, instruments, sensors, to share data and give aggregate capabilities (Kyakulumbye, Pather & Jantjies, 2019).

Management information systems (MIS) are a type of computer Information System (IS) capable of collecting and analysing data from several sources to make management-level decisions (Ogiela & Ogiela 2015). This level includes computer systems meant to assist operational management in monitoring and controlling the clerical level's transaction processing activities (Kyakulumbye, Pather and Jantjies, 2019). MIS provides information in specified formats to assist organisations in making choices. The next level of the organisational structure is occupied by low-level managers and supervisors. As a consequence, Bloom, Sadun and Van Reenen (2016) explained that MIS collects internal system data and transforms it into relevant and useable formats as management reports, which are subsequently utilised to improve decision-making.

According to Ogiela and Ogiela (2015), the concept of Management Information Systems necessitates the division of MIS into three parts, namely management, information, and system. Management is defined by Bloom, Sadun, and Van Reenen (2016) as the process of organizing, beginning, planning, and managing daily organisational operations. Similarly, management refers to the act of applying processes and strategies to ensure that an organisation's resources are used efficiently to fulfil the goals of the organisation (Cameron & Green, 2019).

As a result of its transformation, information is defined as a stream of data that is understandable to its target audience. Information may be described as an

organised collection of facts that serve a certain function. According to Peppard and Ward (2016), a system does not only include discrete pieces, but it is also integrated with multiple sections that must interact and collaborate in order to ensure that a set of tasks is completed towards a shared goal.

Theories assert that every system is composed of interdependent and interrelated parts, which combine to form a single entity and strive towards a common goal (Arnold & Wade, 2015). Thus, it can be concluded that there is no longer any difference in how MIS is defined but in terms of Management Information and Systems. A few words used to define the subject are systems that provide complete information for the management of operations and decision-making in a firm (Kuipers, 2016). A system for converting data from internal and external sources into information as well as communicating that information in a suitable form to managers at all levels and in every function so that they can make timely and effective decisions for planning, directing, and controlling is what MIS focuses on, according to their own words (Druckman *et al.,* 2020).

2.2.1 Assessing of MIS success

According to Afolabi (2018), there is a need for IT practitioners and managers of IT systems to have a long-term interest in determining the variables that are driving IS performance to fail rather than just blaming it on the failure of IT efforts. Whitesell (2011) indicates that selecting and implementing a new risk management information system or claims management information system can be an extremely difficult process, however, it can be done successfully if correct processes and steps are followed. Research done in Uganda by Kyakulumbye,

Pather, and Jantjies (2019) looked at the design of an e-government project targeted at bettering Uganda as a developing country and discovered that most government software implementation projects are managed as technical projects. GIPF should look into assessing their MIS not only as a technical project but also from the perspective of user involvement. Hence, they use the technocratic approach to systems design. Furthermore, Kyakulumbye, Pather, and Jantjies (2019) stated that team members responsible for IT system design, should not just assess the system as a technical project, but should also include user demands, since this improves the system's quality for improved user needs.

Individual people's occupations are often recognized as part of a bigger process inside the organisation, and consequently, individual users who work every day because their lives are limited to just technical abilities are viewed as disruptors to an organisation's future success and GIPF need to include their employees as part of the system design. Hertzum and Torkilsheyggi (2019) conducted a study on how users perceive a design-in-use approach to implementation and found that end-users do not gain any knowledge in most projects, and this creates a gap and lack of knowledge on business processes. Thus, systems lack the anticipated productivity and the ability to provide the anticipated outcome by users or overall fail to address organisational objectives (Afolabi, 2018). These findings shows that users need to be integrated into system designs as they provide a perspective into the organisation processes for the organisation to reach their goals.

Interrelated phenomena have been identified by Bourgeois and Bourgeois (2014) when they looked at the people in Information Systems (IS) in terms of

implementation of application software in the production system. Bourgeois and Bourgeois (2014) explained that in many companies, particularly the big organisations that are structured with different departments and have centralised, software application; implementation projects are independently run by the Department of Information Technology and exclude all other departments. Secondly, vendors communicate only with the IT department in the organisation, independent of other departments. In this case, vendors may be brought in by top corporate management without much consultation with the individual department. This finding shows that while IT departments or employees are responsible for managing IS, they should allow users to be made part of the IS implementation phase through user consultations where they can provide their inputs.

Thirdly, measurement of the productivity or performance of software producers is often undertaken by software experts with little connection to the department or the company performance assessment systems and in ignorance of their stated objectives and growth strategy. According to Srinivasan and Devi (2014)'s study on the validation of Software Metric, where the validation was based on empirical validations of the software in the context of development, even though it can reveal various faults and inconsistencies throughout the software development phase. Validation is the process of evaluating a system or component during or at the end of the development process to determine whether it satisfies specified requirements or not and validation should establish confidence that the software is fit for its purpose and does what the user requires (Haaksma, de Jong & Karreman, 2018). The literature reviewed in terms

assessing of MIS success have shown that the process of system validation such as the GIMIS system also requires the user's perspective especially in terms of system performance, which is what this study needs to determine on whether the users were included when the GIMIS system was validated.

2.2.2 Assessing of user engagement with information systems

Understanding how to assess user engagement with information system is critical in assessing on users' perception on the implementation of application software's. According to Sadowski and Zimmermann (2019) understanding software productivity is critical in systems analysis because good systems analysis promotes software productivity, and software productivity is a systems analysis success indicator. Software productivity may be quantified using several techniques, such as Function Point Analysis and program performance measures that account for the costs of running and maintaining the software (Sneed & Verhoef, 2020). In their study, Hashmi, Shahzad and Izhar (2021) revealed that most software initiatives failed or were challenged because these endeavours are characterised by budget overruns, longer than expected completion times, or failure to fulfil client expectations. The fact that most projects failed, underscores the need for more research into the aspects that lead to software application success or failure (Sadowski *et al.,* 2019). Organisational variables, technology issues, human considerations, and cultural influences are among them.

According to Schmitz, Teng and Webb (2016) the human interaction is involved in the Application software implementation, hence this study focuses on users' s

perception on Apps effectives. The end user is a person who uses an application, software program, or hardware device to help an organisation achieve its goals. The user is the person who uses the software or hardware once it has been fully produced, installed and educated for usage. Users are the people that call IT all the time to question why the product isn't working properly (Pereira & de FSM Russo, 2018). The term "user" in this contest refers to GIPF personnel who use GIMIS on a regular basis and may rate the efficacy or dissatisfaction with GIMIS application software.

Users are enticed by successful computer apps. They provide appropriate levels of feedback and control, as well as tangible and intangible challenge, in their content and navigation, as they are responsible for stimulating as well as retaining users' interests, motivating them, and giving them the attention, they require by displaying personally relevant and visually appealing information (Hong & Llamas, 2019). Good user experience with a computer APP in general, makes it easier for users to enjoy their employment, whether voluntary or necessary. Shahzad and Izhar (2021) added that a difficult-to-navigate Web interface, a multimedia presentation that bores the user, or an online environment that fails to instil a feeling of belonging in users are not engaging and may be dismissed with a simple mouse click. Failing to engage users leads to no system transactions and no information transfer from a website; customers move elsewhere to complete their activities and interact with colleagues and friends (Omotayo & Haliru, 2020). The challenge today is in determining how to design for engagement and, more importantly, how to successfully analyse it.

Even though studies have shown that user involvement may take many forms, evaluating which aspects of users' interactions with digital apps are reflective of user participation is difficult. Time on task or physiological arousal may indicate interest in a program or confusion and irritation with it (Haaksma, de Jong & Karreman, 2018; Sadowski & Zimmermann, 2019). In recent years, some study attempted to distinguish between these two distinct experiences with identical behavioural and physiological indicators. Bourgeois and Bourgeois (2014) investigated electrodermal activity in individuals who completed frustrating and non-frustrating search tasks on an APP which regulated discomfort. They discovered that something eye-catching and dynamic must be present to elicit engagement, whether it is a written word that interacts with the users' past knowledge or innate interests, or an aesthetically pleasing and engaging interface (Masrek, Razali, Ramli & Andromeda, 2018). As a result, the focus of engagement may shift to content or design. During the engagement phase, the system must keep the users' attention and interest while they interact with the program or complete their task. According to Haaksma, de Jong and Karreman (2018) if the system is unable to do so, disengagement occurs and disengagement is a mental condition as much as it is a physical and thus positive factors such as satisfaction might contribute to disengagement.

Haag and Eckhardt (2017) conducted a study which focused on experts' negative and positive attitudes to their organisation's system framework. The review encouraged a model of client opposition to more likely understand an understudied issue, and it suggested that it may be useful to all participants in data framework innovation and sending by delving more into the reasons why

frameworks are not employed as intended. According to Habibipour, Bergvall-Kåreborn and Ståhlbröst (2016) officials at the lowest levels of companies are fiercely opposed to Information System dynamics and often denounce their organisation's application development. Regardless, Claussen, Kretschmar and Mayrhofer (2013) discovered that, regardless of variances between individual studies, framework success is intimately tied to client engagement and client interest. Varied businesses have different capital venture investment opportunities, and the size of the business determines its investment in application software. Varying types of apps have different development costs associated with them and the difference originates from the level of complexity of an app; so, the more complicated an app is with several interrelated Apps, the more expensive it should be (Haaksma, de Jong & Karreman, 2018).

2.3 Theoretical framework

Theories in management information systems as the significant Information Systems (IS) theories including Structuration Theory (ST), Goodhue and Thompson Model (G&DM) and lastly the DeLone and Mclean's Model (D&MM) are discussed.

2.3.1 Structuration Theory

ST, according to Nyandiere, Ateya, and Kamuzora (2015), is a contextual society framework developed by Giddens, who argues that action and structure function in conjunction, affecting each other. According to Nyandiere, Ateya, and Kamuzora (2015), social structures are the channel through which humans operate, and technological progress has an impact on the design of organisations

over time, according to structural theories. Gidden's structuration theory is the foundation of Adaptive Structuration Theory (AST). According to Monika and Gaol (2017), AST rejects a resource-based approach to technology use and emphasizes the importance of social issues in IT system design and evaluation. It is a possible alternative to use AST to the study of the role of advanced information technology in organisational change. According to Schmitz, Teng and Webb (2016) the AST may be used to study the origins of a range of IT inventions and explain how the structures of these ideas permeated and impacted communities (2016). AST may also be used to assess how those society' social structures progressively adjusted and adapted the IT innovations' essential purposes (Schmitz *et al.,* 2016). This theory is very important to this study as it will assess the user's perception in terms of social action, which claims that society should be understood in terms of action and structure as a duality rather than two separate entities. This theory will allow the researcher to understand the user's perception on the implementation of application software in their social setting in terms of how they use the system for benefits claim process within the government institutions pension fund.

Bernardi (2017) used Giddens' theory to explore the interplay between information systems and the organization in a paper titled "*Health information systems and personal responsibility in Kenya"*. Bernarda's work adds to the body of knowledge on information systems as a tool for socialization and behavior management, allowing users to negotiate several levels of accountability. Using Structuration Theory, Canary and Tarin (2017) asserted that the building of a new social movement technology model states that technology is there because the

human action shapes and defines human practice. Cunha (2013) investigated the distributed model of organisational information technology structuring. According to the study, managers can improve adaptability during IT deployment by taking advantage of differences in people's appropriation of IT rather than attempting to make everyone use IT in the same way (Cunha ,2013). Karanasios (2018) offers a practice lens to explore how people activate frameworks governing their use of technology as they continue to interact with it in their daily activities. The study's purpose is not to approach technology use as an embodied process that provides for a better understanding of the role of social practices in the continued use and growth of technologies in the workplace.

2.3.2 Goodhue and Thompson

According to Omotayo and Haliru (2020), an information system must be utilised and well-suited to the task at hand to have a positive impact on individual performance. Task-Technology Fit (TTF) is a beneficial theoretical framework for a range of issues involving the impact of information technology on individual performance, such as determining the impact of user participation on performance (Park, 2019). According to Cheng (2019), TTF refers to the degree to which technology assists a person in achieving their objectives.

In a study titled the perception of task-technology fit of digital library among undergraduates in selected universities in Nigeria, Omotayo and Haliru (2020) discovered a moderate positive correlation and a significant relationship between the independent variables (task-technology fit, computer self-efficacy, technology characteristics, task characteristics and attitude) and use of the digital

library. Cheng (2019) discovered that persons with high computer self-efficacy are more likely to use technology, and that this is influenced by both technological and personal aspects.

Another research by Park (2019) used the user assessment concept as a proxy for task-technology fit, and the characteristics are updated to match technology by applying individual attributes such as computer literacy. Alzahrani *et al.* (2019) evaluated user ratings of information technology in the health care business using Goodhue's approach. They found that considering computer literacy to be an individual quality, constitutes a very narrow definition of individual character.

Sinha *et al.* (2019) provided the groundwork for a user evaluation tool aiming at an organisational assessment of information system exploitation for managerial decision-making. Goodhue and Thompson evaluated a variety of parameters to establish job technology fit, including data authorisation, data quality, ease of use/training, compatibility, production timeliness, IT system reliability, and user relationships (Park, 2019). According to Cheng (2020), TTF has been merged with or utilized as an extension of other models and has been used in a variety of information systems, including e-commerce platforms. TTF hasn't been changed in a long time to match the requirements of this study. The finding from this theory is that this theory looks at the linkage between Information Technology and individual performance and this this model was not applied in this study to asserts weather GIMIS have a positive impact on the user performance. This model only looks at ease of use/training, compatibility, production timeliness, IT system reliability, and user relationships.

2.3.4 DeLone and Mclean's model

DeLone and Mclean's model is recognized as a comprehensive IS evaluation model based on an analysis and integration of multiple research findings (Al-Kofahi, Hassan, Mohamad, Intan, & Com, 2020; Shim & Jo, 2020). A comprehensive taxonomy of information system success was developed in that study, with six key criteria. Al-Kofahi *et al.* (2020) conducted research to identify the parameters that indicate IS success.

The six factors investigated are depicted in Figure 2-1. Each of these variables is comprised of several differing interpretations and measurements. Researchers should use indications from their six IS success areas when evaluating IS achievement (Alzahrani, Mahmud, Ramayah, Alfarraj & Alalwan, 2019). Further study is needed to validate the model and choose each IS success dimension, they say. Their results are summarised as follows: The quality of the system and the quality of the information have a direct influence on the user's experience. The level of usage may have a good or negative impact on the user's satisfaction level. Users' willingness to use and their pleasure with it are direct indicators of an individual effect, which influences the company.

According to the model's creators, these indicators are made up of a variety of distinct concepts and measurements, and when analysing IS effectiveness, researchers should apply a systematic technique to combine signs from their six IS success categories. They also emphasize the significance of conducting further research in order to develop the model and choose each IS success criterion. They

explain their findings using the IS Success Model as follows: System and information quality have an impact on both usage and user satisfaction. The frequency with which a product is utilized might affect the user's satisfaction in a favourable or negative way. Individual effect has a direct causal impact on use and user delight, leading in a company impact. IS utilisation and satisfaction are influenced by the quality of the system and the quality of the information. Both utilisation and user pleasure have an impact on individual effect, which has an impact on organisational impact.

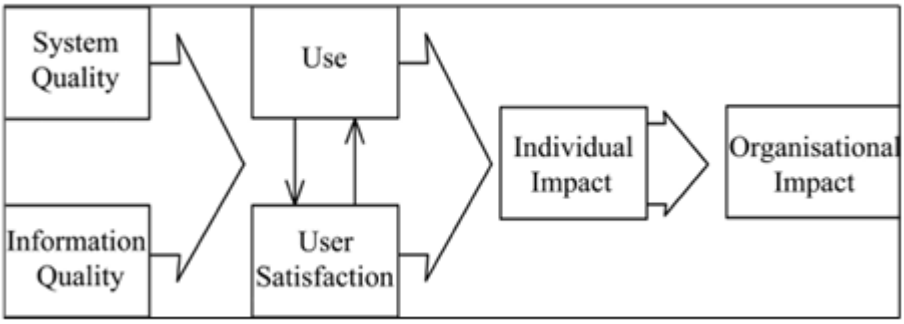


Figure 2-1: IS success model of DeLone and Mclean
Source: Yakubu & Dasuki, 2018, p.185

2.3.4.1 System Quality

According to Alzahrani *et al.* (2019), system quality in the context of e-commerce examines the main aspects of an e-commerce system. Users of MIS prioritize usability, availability, dependability, flexibility, and reaction time (e.g., download time), and system quality, which is one of the six essential determinants of IS performance (Alzahrani *et al.,* 2019), is one of the most used criteria for evaluating information systems (2019). System quality indirectly influences the extent to which the system can give benefits by incorporating potential mediating relationships, usage goals, and user satisfaction components

(Delone & Mclean, 1992). DeLone and Mclean (2014) on the study of e-commerce success, emphasised that it would be an incomplete study if the researcher on IS effectiveness measurement did not include Service Quality.

According to Monika and Gaol (2017), who utilized the DeLone and Mclean Model to examine the effectiveness of E-Cargo adoption at one of Indonesia's airlines, System Quality is a variable that assesses the system's characteristics to see if they meet the users' criteria. Accessibility, architecture, readability, relevance, timeliness, and allocation are all used to evaluate this variable. According to Dalle, Hastuti, Mahmud, Prasetia, and Baharuddin (2020), the quality of the system and information, as well as the influence of the system on individuals, affected the success of the university's information system. As a result, to achieve its objectives, the university's information system must be built to be simple to use, versatile, and functional (Dalle *et al.,* 2020). Assessing system quality clarifies user perspective with regards to the usage of the GIMIS system as it informs weather the characteristics of the system have an impact on its utilization by employees in the process of benefit claims.

2.3.4.2 Information Quality

If prospective customers or suppliers are to conduct transactions over the internet and return to a site on a regular basis, information quality includes the MIS content issue, because MIS content requires personalization to be deemed relevant, complete, relevant, easy to interpret, and secure (Shim & Jo, 2020). Information quality, according to Alzahrani et al. (2019), refers to the volume

and value of data that a system possesses and can keep and handle. It's one of the most extensively used criteria for evaluating information systems, along with System Quality.

The quality of information affects a user's satisfaction with the system as well as their plans to utilize it, which affects the system's capacity to deliver benefits for the intended purpose (Angelina, Hermawan & Suroso, 2019). According to Monika and Gaol, correctness, beauty, completeness, timeliness, usefulness, reliability, and understandability are all factors to consider when evaluating information quality (2017). Assessing Information Quality clarifies user perspective with regards to the usage of the GIMIS system as it informs weather the information on the system can be by employees in the process of benefit claims.

2.3.4.3 User System

Use is an important mediator in the pursuit of IS capabilities. People who use it to keep track of variables with the help of daily productivity and system features (Monika & Gaol, 2017). The architecture of the information systems literature is the exploitation of the information system and the practical application of the system. System utilization and use intents are impacted by information, system, and service quality in the IS success model. The purpose of system use is to impact a user's pleasure with an information system, which is thought to influence use intentions. System utilization has a direct impact on the advantages that the system may deliver, in addition to user satisfaction (Wei *et al.,* 2017).

2.3.4.4 User Satisfaction

The degree to which a user feels content or excited with an informational system is known as satisfaction, and it is thought to be impacted directly by system use. User satisfaction directly influences the net benefits provided by an information system. Monika and Goal (2017) emphasised that "user satisfaction plays an important role in determining the responses of users of information systems towards applied information systems. User satisfaction will increase if there is a match between the expected and the output of the information. The measurement of this variable applies adequacy, efficiency, effectiveness, and satisfaction".

User satisfaction is a critical success factor for information systems. Dalle, Hastuti, Mahmud, Prasetia and Baharuddin (2020) noted that evaluating satisfaction and its drivers is an important component of determining the value and efficacy of an information technology investment. Previously, user satisfaction was used to predict the success of an information system because it is a user's assessment of certain features of information systems on a scale of positive to negative provide (Wei *et al.,* 2017). Furthermore, several user satisfaction criteria have been explored and investigated in terms of how users perceive the fit between information system features and user demands.

2.3.4.5 Individual Impact

Individual people work together to achieve specific objectives; hence the individual benefit is identified in the MIS and marketing literature. Internet and e-commerce systems enable people to work together to achieve specific

objectives (Delone & Mclean, 2014). Individuals profit from the rapid development of information systems and technology. because they must learn how to use diverse computer technologies in order to use information systems efficiently Technology innovation opens up numerous new channels of communication, such as e-mail and instant messaging software, which increases interpersonal interaction as people's geographical limitations are being lifted via technology.

2.3.4.6 Organisational Impact

Greater sales, cost efficiency, higher sales, higher sales, profitability, and return on investment are all examples of standard organisational success indicators found in MIS and marketing literature (Delone & Mclean, 2014). The benefit of measuring the contribution of each variable on the IS implementation assessment, display to users (The Organisation) the performance, gap/lack, or the achievement, productivity, effectiveness, simplicity, usefulness, or benefits obtained from using the Apps and productivity objective (Monika & Goal, 2017). The finding from this theory is that it looks at the linkage between Information Technology and how it benefits the organisation and this was applied in this study to asserts weather GIMIS have a positive impact on the user performance which have an impact on the organization.

2.4 Summary

The literature that supported the research is summarized in this chapter. For decades, people have studied the issue of IT success. The work of DeLone and

McLean, on the other hand, set the groundwork for this study's understanding of the factors that influence MIS success. Their paradigm emphasized universality and simplicity, two characteristics that have resulted in a large body of dependent research on a variety of topics. DeLone and McLean concluded that IT needed to be refreshed on a regular basis to keep up with changing technology and business environments. This chapter also goes into the methodologies used in this study to update the D&M model in enhancing GIMIS at GIPF. In the next chapter, the method used to carry out the current study to satisfy the research objectives is detailed.

CHAPTER 3 : METHODOLOGY

3.1 Introduction

This chapter explains the research methods in detail. It gives details on the research techniques utilised and explains why it was chosen in the first place. Other phases covered in this chapter include identifying and recruiting study participants, collecting data, and analysis of the data. The chapter concludes with a review of qualitative research ethics and how the researcher adhered to the University of Namibia's ethics policy.

3.2 Research Design

This research used a qualitative method, with the exploratory data being gathered via a semi-structured interview guide and a face-to-face interview was conducted with participants who agreed to participate. Qualitative research, according to Moen and Middelthon (2015) is a multidimensional technique that takes an interpretive, naturalistic approach to the topic matter. Researchers can build a comprehensive picture of a phenomenon using qualitative research's different dimensions. To better understand the perspectives of a group of benefit claim administrators, qualitative research was used.

The research strategy is built around the case study research design because it allows the researcher to answer the research questions effectively. Case studies have the advantage of allowing researchers to examine the phenomenon from a variety of perspectives, including interviews with people who were directly involved and analysis of documents (Tumele, 2015). The case study design was used because the research objective was to describe and explain rather than

predict, while the variable under investigation was not easily identifiable or embedded in the phenomenon to be extracted for analysis (Harrison, Birks, Franklin & Mills, 2017).

3.3 Population

The GIPF operations department has in total 15 employees deemed important for the study and that formed the total population for the study, this excludes employees for the Operations Department that are in the Regions and only covers employees at GIPF Head Office in Windhoek.

3.4 Sample

Purposeful sampling was used in this investigation. It's a sampling approach in which the researcher selects study participants based on their ability to offer meaningful data (Campbell et al., 2020). The rationale for choosing this approach was that the researcher was seeking knowledge about the GIMIS administrators' opinion on the implementation of application software to the benefit claim process within GIPF. For small populations and for qualitative studies, a general recommendation for in-depth interviews is to do a census. Considering that the population of the study was only 15, the researcher considered the whole population for the study instead of sampling. The sample provided was purposefully selected because the researcher sought to recruit participants who could provide in-depth and detailed information about the phenomenon (Palinkas *et al.,* 2015).

3.5 Research Instrument

The study's primary data collecting method was semi-structured interviews. Interviews were undertaken using the Interview Guide which had non-structured questions. To acquire an in-depth knowledge of participants' constructs through dialogue, the researcher used interviews as a data collection method. The researcher could gain more clarity and insight using the semi-structured interview approach. The Interview guide the sections below:

Section 1: The extent to which GIMIS is being utilised by employees in the process of benefit claims in terms of user views on GIMIS current processes, strengths, and weaknesses.

Section 2: This section looked at the challenges that influence the satisfaction of users with GIMIS implementation on the benefit claim process.

Section 3: The last section looked at how GIPF can better benefit from the GIMIS system on benefit claim processes based on the user's experience.

3.5.1 Validity and reliability of instruments

According to Dikko (2016), four variables closely connected to validity and reliability determine trustworthiness in a qualitative study: credibility (validity), transferability (validity), dependability (reliability), and confirmability (paralleling objectivity).

According to Schmidt (2017) credibility involves establishing that the results of qualitative research are credible or believable from the perspective of the

participant in the research. Schmidt (2017) added that because qualitative research studies investigate people's views, experiences, feelings, and beliefs, it is thought that the respondents are the best judge of whether the study findings truly reflect their ideas and feelings. As a result, to ensure credibility, the study findings were presented to respondents who took part in the research for confirmation, validation, and approval. The findings were accepted by the participants, confirming the study's validity.

Confirmability was another reliability aspect that was assessed on the research instrument used. This refers to the extent to which the findings can be easily replicated by others (Ali & Yusof, 2011). To establish confirmability, the researcher ensured that the research followed the procedure in the same way so that the results could be compared.

3.6 Data collection Procedure

The letter of introduction was obtained from the Namibia Business School and forwarded to GIPF for approval. The letter contained the researcher's introduction and request for the management consent to use the company and the information needed for the study.

3.7 Data Analysis

The researcher manually with the help of Excel used the content analysis approach by exploring the collected primary descriptive data, coding the data, identifying themes and similar meanings, connected the research questions to the

research findings and drew recommendations from data analysis. The data is presented cohesively and in accordance with its coordination and themes.

3.8 Research Ethics

Permission to conduct the study: Firstly, the researcher obtained the permission from NBS to conduct the study and secondly, the permission to conduct research in GIPF was obtained from management.

Informed consent: Participants received letters inviting them to participate, along with consent forms. The participants' understanding of the study's nature and the fact that participation was voluntary was assured via the invitation letter. Before signing the permission, participants were also advised that they could also withdraw from the research at any moment without being asked any questions.

Confidentiality & Anonymity: The study made sure that data confidentiality was maintained and would always be maintained. Participant identities were not made available during or after the research. A participant's name was substituted with a code number in ascending order of the first interviews, and all data obtained could not in any way be identified with the respondent. All data collected remains confidential and is being kept in a lockable cupboard and will be destroyed by shredding after 5 years.

3.9 Summary

The research design used in this study is described in this chapter. The research's demographic and how purposive sampling was used for the study are also

discussed in this chapter. This research used a qualitative approach. The information was gathered utilizing a semi-structured and non-structured interview guide. The outcomes of the study, their comments, and the research findings are presented in the next chapter.

CHAPTER 4 : DATA PRESENTATION AND ANALYSIS

4.1 Introduction

Based on the users' experiences with GIMIS as determined by the exploratory study, this chapter provides a qualitative analysis of the data by analyzing the application software's implementation on the GIPF's benefit claim method. The exploratory research's purpose was to learn what was needed from GIPF staff's experience to optimize the use of GIMIS software in the benefit claim process. The data is categorised into three sections. The first section investigates the extent of GIMIS utilisation by employees in the process of benefit claims while the second section looks at the challenges influencing user satisfaction with the GIMIS implementation before looking into how the GIPF can better benefit from the GIMIS.

The researcher used Excel spreadsheet to organise interview data for analysis as there was no access to commercial software like Atlas or NVivo. Through this process, the researcher started by creating a single worksheet template for the first question, which was then duplicated for each additional interview question. All collected data was entered into spreadsheets to identify the participants, and each item was assigned a unique Response Identification number. The data was classified by jotting down category labels that came to mind while the researcher read and reread replies one at a time, as well as coding categories. The coded categories were updated several times to accommodate fresh insights while compressing categories with only one response. This process allowed the

researcher to come up with finale codes and themes as they are explained in this section.

4.2 Biographical Information

A total of 15 employees from GIPF operations department took part in the study, of which 9 of these employees was female and 6 were male. The position of those that took part in the study was distributed as Head Benefits 1, Benefit Administrator 9, Senior Benefit Administrator 4 and Manager Operations 1. All participants indicated that they had worked on GIMIS.

4.3 Extent on GIMIS utilisation by employees in the process of benefit claims

This section is determining the extent to which GIMIS is being utilised by employees in the process of benefit claims. This first section is analysed into generative themes such as the general overview of GIMIS.

4.3.1 General overview of GIMIS

Table 4-1 provides a general overview of the GIMIS as a system. The main themes identified include inefficiency, impressionable, upgradation and effectiveness.

Table 4-1: General Overview of GIMIS

Codes	Themes
System errors	**Malfunctions**
System inconsistency	
Login takes time	
Ease of Manipulation Unsecure	**Manipulatable**
System upgrade	**Upgradation**
Outdated system	
System customization	
Operational	**Efficient**
User friendly	
Meeting the day-to-day needs	

The four themes identified for the general overview of GIMIS as a system include inefficiency, manipulatable, upgradations and effectiveness. Their codes were based on categories of system usage and look as they are matching the themes identified.

4.3.1.1 Malfunctions

The participants have provided their experience on the GIMIS system on its lack of efficiency in terms of system errors, system inconsistency and login taking

time. The inefficiency of the GIMIS has been best described by P10 who stated that "*due to the non-integration of GIMIS with other core systems it makes it inefficient."* In support of this statement, P2 added *that "we sometimes experience system errors" while* P3 *says "the system is inconsistent"*. The system is also said to be "inefficient *because it takes longer to login"* as explained by P8.

4.3.1.2 Manipulatable

Manipulatable has been highlighted as a common perception of the GIMIS as readily manipulated and insecure. According to P8, *"the system is readily exploited by employees since it lacks sufficient security features"*. The results, reveal that the GIMIS must be strengthened by making it secure to prevent easy manipulation so that users can comfortably do their work (process benefit claims). According to Druckman *et al.* (2020) as information technology has grown in recent years, security issues have become increasingly crucial. Employees' exploitation of systems causes harm, and the use of information technology threatens individual or organisational autonomy (Tekli, 2021). Finally, Karanasios (2018) proposes that future Information Management policy initiatives should focus on reducing system manipulation and increasing autonomy in human-technology interactions.

4.3.1.3 Upgradation

According to P1" GIMIS is not the best system, however it does the job. Its artificial intelligence ought to be updated to match the rapidly evolving software

space". P12 further added that *"it is not a bad system in general. It only requires a lot of customization as it was initially developed for a DC environment*". P12 added that "*the GIMIS is a good system but is outdated"*.

According to the results, the GIMIS must be upgraded to allow its users to process benefit claims efficiently and effectively. Following a time of usage (with necessary maintenance), the information system may be phased out (Tieng, Jeenanunta, Chea & Rittippant, 2021). Tieng *et al.* (2021) went on to say that when a system undergoes a big update, it starts a new development life cycle. Mikhnova *et al.* (2019) supported these findings by claiming that system enhancements are critical for firm performance. According to the literature, to preserve their competitive edge through system conversions, firms must keep their systems up to date with current technology even after several years of operation (Mikhnova *et al.,* 2019, Owen, Burroughes & Skilton, 2018).

4.3.1.4 Efficiency

Since it's designated as the general overview of the GIMIS systems, the three codes, namely: operational, user-friendly, and satisfying day-to-day expectations, are influencing the system's efficiency. P11 said, "*Overall, GIMIS meets the day-to-day requirements of the Benefits Administration process*". "*GIMIS is an easy-to-use solution*" P5 said. According to the findings, for GIMIS to be efficient, it must be user friendly while still completing day-to-day duties like benefit claim processing. According to Owen, Burroughes, and Skilton (2018) a system is efficient when actions are carried out appropriately. A hospital

information system study discovered that the efficiency and efficacy of surgery information systems were insufficient and thus these systems should be upgraded to increase user engagement and reduce the time it takes to complete activities (Abbasi, Khajouei & Mirzaei, 2020).

4.4 Strengths, and weaknesses claims of GIMIS during benefit processing

This section looks at what the employees felt about GIMIS when processing benefit claims in terms of the strengths and weaknesses.

4.4.1 Navigation

This section provides the participants feeling about the navigation of GIMIS when processing benefit claims in terms of the strengths, and weaknesses.

Table 4-2: Strength and weaknesses of GIMIS

Codes	Themes
Easy to search	**Strength**
Less complicated	
Cumbersome	**Weaknesses**
Outdated	
Repetitive	
No icon shortcuts	

Strengths

The first strength the study identified is the ease of search when it comes to GIMIS. P4 indicated that GIMIS is *"easy to search with different information*." P6 explained that "*GIMIS is easy to scan through and not so complicated*

functions." System quality represents the intended features of technology. It focuses on usability aspects such as ease of use (Laumer, Maier & Weitzel, 2017).

Weaknesses

The primary limitation discovered in this study with relation to GIMIS navigation during claim processing is that it is a time-consuming operation. P1 stated that the navigation fits the minimum needs, but it is tedious, and the system requires a more intuitive interactive architecture. P7 also agreed that "*GIMIS is cumbersome since the processes to be taken inside the system are too extensive and not straight forward, and the system is sometimes quite inefficient*".

Another weakness found within the system is linked to the look of the system as the system is said to be outdated and it does not have the shortcut icons. According to P10, "*there is a need to improve navigation by creating short cuts directly from scheme member screen."* The study has identified that there are weaknesses with regards to GIMIS navigation during claim processing and these weaknesses are linked to the navigation being time consuming, outdated and not being able to provide icon shortcuts.

Employees want to see an improvement in navigation. According to Mahmud, Prasetia, and Baharuddin (2020), the success of the university's information model is characterised by the system's quality and information, as well as the individual's impact, so the university's information system must be designed to

meet the university's goals while also being flexible, simple to use, flexible, and functional.

4.4.2 Design

This section provides the participants feeling about the design of GIMIS when processing benefit claims in terms of the strengths, and weaknesses.

Table 4-3: Strengths and Weaknesses of the GIMIS design

Codes	Themes
Not user friendly	**Weaknesses**
Outdated	
Hidden controls	

Weaknesses

According to the responders, the design of GIMIS is flawed since it is not user pleasant, is antiquated, and the controls are concealed. The system, according to P7, has *"too many screens that you have to browse to get to what you want."* Because the information is not displayed on a single screen, it is time consuming."

These results are also supported by P1 who claimed that *"the design meets the minimum requirements. However, a modern design review is required to benchmark the existing design to modern."*

In addition to these results, the findings from these results are that there is a need to upgrade GIMIS so that it meets modern designs and become more user friendly as this will improve the processing of claims. Moreover, information on GIMIS is hard to find and thus P12 is of the idea that the "*design of GIMIS should ensure that most of the relevant information was on one or two screens".*

4.4.3 Ease of use

Table 4-4: Strengths and weaknesses of the GIMIS in terms of ease of use

Codes	Themes
Clear instruction *Manageable*	**Strength**
Complicated *Difficult*	**Weakness**

Strength

In terms of ease of use of the GIMIS system, the participants indicated that its manageable, however there are no clear instructions. P3 supports *"clear instruction as a strength of GIMIS when it comes to ease of use because they believe that with the right kind of training, a new user can use the system easily".* The system is said to be manageable because P14 indicated that *"once you get used to it, it becomes manageable".* The findings from the results with regards to the strength of GIMIS in terms of ease of use shows that with the right amount of training, the system is manageable.

Weakness

The study results indicated that the main weakness of the GIMIS in terms of use is in that it is complicated to use for new users. P7 supported these findings by indicating that "*GIMIS is difficult to use, maybe because the system owners do not have sufficient knowledge of the system".*

4.4.4 Functionality

This section provides the participants feeling about the functionality of GIMIS when processing benefit claims in terms of the strengths, and weaknesses.

Table 4-5: Strengths and weaknesses of the GIMIS in terms of functionality

Codes	Themes
Process claims	**Strength**
Manageable	
Errors	**Weaknesses**
Inconsistency	
Inefficient	

Strength

The strength of GIMIS functionality lies in the fact that it can process claims as required. According to P6, so far when it comes to claim processing *"there have been no issues for self-reversal or transaction not saving."* P3 added that *"GIMIS is doing what it is supposed to do because it is also integrated with other systems called horizon and CRM*".

Weakness

When it comes to functionality, the GIMIS system is said to be weak because it functions with errors and inconsistency. P7 supported that the system is inconsistent because *"most of the time you must do stuff manually that supposed to be done automatically by the system"*. P5 also added that the system is inconsistent because *"sometimes after processing, one needs to manually amend some information"*. With regards to efficiency, P12 indicated that *"the functionality of GIMIS is inefficient because the system takes longer in giving the actual results"*.

4.4.5 Responsiveness

This section provides the participants feeling about the responsiveness of GIMIS when processing benefit claims in terms of the strengths, and weaknesses.

Table 4-6: Strength and weaknesses of the GIMIS in terms of responsiveness

Codes	Themes
Incomplete tasks	**Weaknesses**
Network errors	
High downtime	

Weakness

The weaknesses identified with the GIMIS system is that it becomes irresponsive, and tasks performed on the system become incomplete, the system also has a high downtime and it's effected by network errors. According to P7 *"most of the*

time the system is not responsive because of network problem or because it was being updated on something different." With regards to P6 *"the system does not always complete the task within the given time. It fails us in most cases as one must reprocess tasks."*

4.4.6 Data/Information

This section provides the participants' feelings about the data/information in GIMIS when processing benefit claims in terms of the strengths, and weaknesses.

Table 4-7: Strength and weaknesses of the GIMIS in terms of Data/information on the system

Codes	Themes
Easy retrieval	**Strength**
Easy Storage	
Reliable	
Data extraction	**Weaknesses**
Data duplication	

Strength

The results showed that when it comes to data/information retrieval, GIMIS makes it easy for information to be retrieved. According to P1 *"the system always gives accurate information, depends on how the information was fed into the*

system." Moreover, the system also provides a platform for the storage of data and information.

Weakness

When it comes to data/information, the results of the study also indicated that the system is weak when it comes to data extraction and data duplication. According to P3 *"the data is fully updated but extraction of data needs improvement"*. According to P11 *"the data in the GIMIS is accurate, only with data clean ups"*.

4.5 Challenges influencing user satisfaction on GIMIS implementation

To determine the challenges that influence the satisfaction of users with GIMIS implementation on the benefit claim process.

4.5.1 Challenges currently experienced from GIMIS

Table 4-8: Challenges experienced by employees when processing benefit claims on GIMIS

Codes	Themes
Unknown error *Salary payment error* *Printing error*	**Errors**
Manual process completion *Many unnecessary steps* *System freezing* *Repetitive windows* *System shutdown* *Login taking time*	**Inefficiency**

4.5.1.1 Errors

One of the challenges identified by the participants is that the GIMIS system is filled with a lot of errors when the employees are processing benefit claims. The errors identified includes errors that are usually unknown, storage error and salary payment errors. According to P2 *"System picks wrong salaries. Can skip a process without notification and later gives errors. Some errors encounter, are hardly to be resolved within a short time."* With regards to unknown errors, errors occur for no reason even if proper guidelines are followed as explained by P9 while printing of Benefit Letter users also experience many errors. According to Aarno and Engblom (2014) error processing is one of the most challenging areas of design as typical error management solutions are frequently overlooked by system developers.

4.5.1.2 Inefficiency

Inefficiency has been identified as the main challenge experienced by GIMIS users when they are processing the benefit claims. The participants indicated that GIMIS is inefficient because of manual completion of tasks, many unnecessary steps, system freezing, Repetitive windows system shutdown and login taking time. P5 have noted that "sometimes you need to go back and amend manually some information after processing e.g., amending the schedule on retirement claims."

According to P12 *"GIMIS cannot handle the Engloom capturing of beneficiaries that are usually more than 10 (ten) as the system will throw you out and one need*

to recapture, and this is time consuming". P6 suggested that *"there is a need to upgrade system by eliminating certain steps from the whole processing steps as they serve no importunacy other than just prolonging the whole process".* P11 also suggested that *"the navigation between screens and horizon causes an issues and re-entering data already entered (duplication of efforts)".* Ideally there should proper integration between GIMIS and Horizon

4.5.2 Regular training to GIMIS users on Benefit Claim Processes

The study also looked at weather the employees are trained regularly and how this challenged them at using GIMIS.

4.5.2.1 Training provided

There are respondents who indicated that regular training to GIMIS users on Benefit Claim Processes is provided. According to P5, training is *"provided regularly and this happens every time there is a new process being introduced. It is normally conducted by the system developers from our IT department, and it is conducted online or in a training room".* However, the participants are of the opinion that the training provided is usually rushed and people usually just learn on the job, since the training is not effective**.** P8 supported these findings by claiming that "*timely problem is not the training in general. But we the users don't see or understand the technical part. Our IT most of the time cannot solve problems or at times no solution is given."*

4.5.2.2 Training not provided

Other participants felt that the training provided is not regular. P14 answered "*No, it would have been better if we get training now and then just to familiarize ourselves with the system. I would want to once a month training for me to familiarize myself with the system. There is a lot of functions that I do not know on GIMIS."* P4 added that *"training should be a least be provided once a year and according to the needs".* According to Urbach and Müller (2012) the success dimension, service quality denotes the level of assistance consumers receive from the IS department and IT support personnel, such as training.

4.6 How GIPF can better benefit from the GIMIS system

GIPF as a Pension Fund administrator Organisation currently uses GIMIS in its mandate to provide benefit payments to its clients and beneficiaries**,** examine how GIPF can better benefit from the GIMIS system on benefit claim processes.

4.6.1 GIPF benefiting from using this system (GIMIS)

GIPF as a Pension Fund administrator Organisation currently uses GIMIS in its mandate to provide benefit payments to its clients and beneficiaries, examine how GIPF can better benefit from the GIMIS system on benefit claim processes and the study found that GIPF used to benefit from the GIMIS system, but now it is costing them. According to P13 *"the system is busy failing the fund and sometimes pensioners are not paid on time because of the system errors".* However, P11 is of the idea that *"GIPF is still benefiting from GIMIS because*

there has been no major system malfunction or complete GIMIS shut down that could have caused a major inconveniency to its members or stakeholders".

Table 4-9: GIPF benefiting from using this system (GIMIS)

Codes	Themes
Automating claims *Calculating of benefits* *Payment of claims*	**Claim processing**
Storage of data *Keep track of claims paid* *Analysing statistics*	**Administration**

P9 also added that "*Yes, GIPF is benefiting because the claims are still paid within the Service Level Agreement, although the system can be improved in terms of the payment period*". P11 added that "*GIPF is benefiting from using this system for updating and keeping of member records. Processing of benefit claims and calculating of benefits with automated formulas".* P12 added that *"yes, the benefits are storage of data, keeping track of claims paid, drawing statistics, and automating the processing of claims".* Due to a multitude of issues, a study has found that many countries' health-care systems are unable to adopt contemporary health-care technologies to provide improved health-care services to the population (Larbi, 2018). Larbi (2018) further added that even if implementation is regarded good, these difficulties have a negative impact on ICT adoption in the health business.

4.6.2 GIPF clients and beneficiaries, and stakeholders benefiting from GIMIS

Table 4-10: GIPF clients and beneficiaries, and stakeholders benefitting from GIMIS

Codes	Themes
Safe Payment	**Security**
Protected data	
Payment of claims	**Claim processing**
Accurate claims	
Benefit statements	**Information update & retrieval**
Salary updates	

4.6.2.1 Security

The respondents have indicated that the GIPF clients, beneficiaries, and stakeholders are benefiting from the security that comes with GIMIS as the systems offer safe payment, the data within the system is protected. P4 confirmed this by stating that *"at the very basic functional level, clients' beneficiaries and stakeholder's benefits from GIMIS through safe payment. Their data is protected, data branches are rare at GIPF. Complete system infusion rarely happens, it could be concluded that GIMIS is a relatively safe system."* P6 also added that *"the data or client's information's are very much secure and there have been not incidents of sensitive or confidential information leaked."* Most

of the research focuses on the importance of human aspects in information security without considering other factors such as security investment risk, cost, and return on investment (Rexhepi (2015).

4.6.2.2 Claim processing

According to P9 "*the clients, beneficiaries and stakeholders do benefit from the system as its used to process their pension benefits through automated benefit formulars."* P12 added that *"benefits are paid according to what the staff member put onto the system. If the input is accurate, benefits will be paid accurately."* In accordance with Rexhepi (2015) service by integrating patient treatment across departments, lowering lead times, enhancing patient outcome reporting, and increasing overall data quality within the same medical facility via computerized medical systems can be improved.

4.6.2.3 Information update & retrieval

According to P6 all client, beneficiaries, and stakeholder enquiries such as salary and data updates are done through GIMIS. P7 argued that "clients can request information from wherever they are when they call GIPF offices and if there are no connection problems, they get the information within a minute." The quality of information influences both a user's satisfaction with the system and the user's intention to use the system, which influences the amount to which the system can provide benefits for the intended purpose (Angelina, Hermawan & Suroso, 2019).

4.6.3 GIPF to continue with GIMIS for benefit claim processes

4.6.3.1 Recommendation to GIPF to continue with GIMIS for benefit claim processing

According to the respondents, the GIPF need a modern and suitable system to serve its members, beneficiaries, and stakeholders in a professional manner. P9 believes that without integration and module changes to eliminate duplication, lengthy menu routes in GIMIS will not serve GIPF in the long run. P13 also said that *"if a superior product is available on the market that will provide better advantages to the fund, it should be examined. It is all about constant progress"*. Furthermore, "*to minimize unpredictable system faults, the fund needs a new system to fulfil its goal and vision "*(P11). P1 also *"proposes that the system be used indefinitely, but that it be changed to satisfy new requirements such as streamlining procedures, accurate and simple navigation, and once-off window processing"*. In accordance with Rexhepi (2015) instead than automating present labour activities, developing, and implementing an entirely new system is recommended and managers must reengineer their work processes to help their employees abandon outdated behaviours that threaten their organisation.

4.6.3.2 GIMIS improving on the processes of benefit claims

Table 4-11: Improving the process of benefit claims on GIMIS

Codes	Themes
Web based *Integration between screens* *Reduce processing time* *More shortcuts* *Reduce processing steps*	**Upgrade**

Findings show that there is a need to modernize GIMIS in terms of the system that must be upgraded to a web-based system. P1 also suggested that "GIMIS be converted to a web-based system". P10 backed up these findings by stating that *"we want GIMIS to be WEB-based so that it can be accessible from any device"*. According to P12 "*navigation between screens and Horizon is needed as well as the re-entering of data already entered (duplication of efforts). Ideally there should proper integration between GIMIS and Horizon."* With regards to processing time there is a need to reduce the many steps on GIMIS to ensure that the system is still operational functioning well after something was updated. Improve on the speed. Moreover, P14 added that *"GIMIS must improve on shortening its benefit processing processes. The processes on the GIMIS system are too long and time consuming. I like the new funeral/shorten process*".

According to Entchev (2019) daily, new technologies and tools are developed, implemented, and released to the market. Entchev (2019) further added that consequently, user demands change at a rapid pace, and the IT sector must adapt to maintain a high level of efficiency and flexibility for its systems to remain competitive and up to date. As a result, the development of new, highly efficient information systems is feasible.

4.7 Discussion of findings

This section discusses the research findings based on the DeLone and Mclean's model which asses the users' perception on the implementation of application software. DeLone and Mclean's model investigates users' perception on the implementation of application software based on the quality of the system and the quality of the information have a direct influence on the user's experience (Al-Kofahi *et al.,* 2020; Shim *et al.,* 2020). The level of usage may have a good or negative impact on the user's satisfaction level while users' willingness to use and their pleasure with it are direct indicators of an individual effect, which influences the organisation (Al-Kofahi *et al.,* 2020; Shim *et al.,* 2020).

4.7.1 System Quality

The study found that GIMIS system becomes irresponsive, and tasks performed on the system become incomplete, the system also has a high downtime and it's effected by network errors. This is an indication that there is a weakness in the system quality of GIMIS. These findings are in line with Alzahrani *et al.* (2019) who stated that users of MIS prioritize usability, availability, dependability,

flexibility, and reaction time, and system quality, which is one of the six essential determinants of IS performance. According to Monika *et al.* (2017), who used the DeLone and Mclean Model to assess the success of E-Cargo adoption at one of Indonesia's airlines, System Quality is a variable that examines the system's qualities to see if they meet the users' criteria. The GIPF user perspective on the use of the GIMIS system was clarified by assessing system quality, which informed this study that system features such as irresponsiveness have an impact on employees using GIMIS in the process of benefit claims.

4.7.2 Information Quality

The study findings shows that even though the system duplicates data during data extraction, GIMIS makes it easier to retrieve information when it comes to data/information retrieval. Alzahrani *et al*. (2019) asserted that Information quality does indeed investigate the volume and value of data that a system possesses and can safely keep and handle as this affects a user's satisfaction with the system as well as their plans to utilize it, which affects the system's capacity to deliver benefits for the intended purpose (Angelina *et al.,* 2019). As a result, the research discovered that the security provided by GIMIS benefits GIPF clients, beneficiaries, and stakeholders since the systems provide safe payment and data protection. Therefore, measuring Information Quality clarified the user perspective on the GIMIS system's use, revealing to the study that the system's information in terms of safety and data extraction volume satisfied employees in the benefit claims process.

4.7.3 User System

Monika *et al.* (2017) explained that the purpose of system use is to impact a user's pleasure with an information system, which is thought to influence use intentions. Thus, employees are using the GIMIS system to handle benefit claims, even though their system use is influenced by system inefficiency, manipulability, upgrades, and efficacy. These results are in line with the findings from Wei *et al.,* (2017) who added that system utilization has a direct impact on the advantages that the system may deliver, in addition to user satisfaction. Therefore, user satisfaction criteria have been explored and investigated in terms of how users perceive the fit between information system features and user demands and this have shown that the users are willing to use the system but system inefficiency, manipulability, upgrades, and efficacy should be improved.

4.7.4 User Satisfaction

Monika *et al.* (2017) emphasised that user satisfaction plays an important role in determining the responses of users of information systems towards applied information systems. GIPF, as a Pension Fund Administrator Organization, uses GIMIS to distribute benefit payments to its clients and beneficiaries, and the study found that the GIMIS system used to save GIPF money on benefit claim processes, but now it is costing them money. This is because users are not satisfied with the system as they believe that their expectation with regards to the system improvement in terms of integration and module changes to eliminate duplication, lengthy menu routes in GIMIS will not serve GIPF in the long run.

Dalle *et al.* (2020) supported these findings by stating that the measurement of user satisfaction looks at variables such as adequacy, efficiency, effectiveness, and satisfaction and user satisfaction will increase if there is a match between the expected and the output of the information. Furthermore, user satisfaction criteria were researched and investigated in terms of how users perceive the fit between information system characteristics and user expectations, and the study revealed that GIMIS users' demands were not met.

4.7.5 Individual Impact

Individual people work together to achieve specific objectives; hence the individual benefit is identified in the MIS and marketing literature. However, the study found that there is a need to modernize GIMIS in terms of the system that must be upgraded to a web-based system. Delone *et al.,* (2014) asserted these findings that the use of the Internet and e-commerce systems have brough about the need for people to work together to achieve specific objectives through the diversification of computer technologies to use information systems efficiently. As user demands change at a rapid pace, Entchev (2019) added that new technologies and tools are developed, implemented, and released to the market daily, and the IT sector must adapt to maintain a high level of efficiency and flexibility for its systems to remain competitive and up to date. As a result, when it comes to benefit claims, individual people must work together to achieve specific goals. As a result, the study showed that GIMIS must boost user benefit by making GIMIS web based.

4.7.6 Organisational Impact

The design of GIMIS is flawed since it is not user pleasant, is antiquated, and the controls are concealed and when the users are not satisfied with the system it impacts their use of the system in benefiting the organisation. According to the respondents, the GIPF need a modern and suitable system to serve its members, beneficiaries, and stakeholders in a professional manner. These findings are in accordance with Delone *et al.* (2014) greater sales, cost efficiency, higher sales, higher sales, profitability, and return on investment are all examples of standard organisational success indicators found in MIS and marketing literature. By using GIMIS, GIPF is impacted, according to this theory, because GIPF obligated staff to utilize GIMIS to process benefit claims. GIMIS, on the other hand, is currently having a negative impact on GIPF since new, highly efficient information systems must be developed.

4.8 Summary

This section presented the findings based on the themes identified in the interview transcripts. The findings conclude by expressing the users' have both positive and negative perspectives on the adoption of application software for the benefits claim process within the pension fund of a government entity. According to the findings of the study, GIMIS is continuously being used for claim processing, despite deficiencies and erroneous processes that have caused GIPF employees to provide poor service to its clients. This section also discussed the research findings based on the DeLone and Mclean’s model which asses the

users' perception on the implementation of application software As a result, the part that follows is organized around each study objective by discussing these findings considering previous literature and research.

CHAPTER 5 : CONCLUSIONS AND RECOMENDATIONS

5.1 Introduction

In this chapter the conclusions derived from the findings of this study on the experiences on users' perception on the implementation of application software for benefits claim process within the Government Institutions Pension Fund (GIPF) are described. The conclusions were based on the purpose, research objectives and results of the study. Recommendations were based on the conclusions and purpose of the study.

5.2 Summary of the findings

Objective 1: Extent to which GIMIS is being utilised by employees in the process of benefit claims

The study provided the employees' overall view of the GIMIS system. The study has shown that there is a need to make the GIMIS system more secure, because it can easily be manipulated, and it also needs to be upgraded, because as times are changing, the system needs to keep up with new changes. However, in terms of efficiency, the views from the study are showing that the GIMIS is efficient as it performs the day-to-day tasks that it is supposed to perform even though the system experiences glitches.

The study also looked at the strengths and weaknesses of various GIMIS components in terms of claims processing. The investigation found weaknesses in GIMIS navigation during claim processing, which are connected to the

navigation being time consuming, outdated, and unable to provide icon shortcuts. Employees want to improve navigation by ensuring a faster response time while processing claims on the system. The design of GIMIS was also found to be outdated since the research findings have shown that the system has a design that is not user friendly and thus the need to ensure that it is updated to meet the modern system designs.

With regards to the ease of use of GIMIS, the study has shown that the system is easy to use with the right training as it is only difficult to use for new users. However, the system is stated to process claims as it should, but the system has shown to be filled with faults, as occasionally automated work must be performed manually, and the system is sometimes not responsive, though this is attributable to network difficulties, resulting in jobs not being finished on time. When it comes to data/information retrieval, the GIMIS system provides data rapidly when needed, even though the data acquired must be cleaned because it contains duplicates.

Objective 2: Challenges impacting user satisfaction during GIMIS benefit claim processing

The findings from the study indicated that the users are not satisfied with the GIMIS because when they are processing benefit claims they are affected by many errors and the system is inefficient. The errors occurring in the system includes the picking of wrong salaries, the skipping of processes required or when beneficiary letters are being printed. All things considered, there is a need

to eliminate certain steps from the system because they are unnecessary as they cause errors.

GIMIS inefficiency has been identified as a challenge for users while processing benefit claims. This renders GIMIS inefficient during claim processing because of manual completion of tasks, multiple unnecessary steps, system freezing, recurrent windows system shutdown, and login time. On a final note, it is vital to improve the system by removing redundant steps from the overall processing activities that serve no use other than to extend the overall process.

The study also looked at whether users had issues utilising GIMIS because they hadn't been trained on how to do so. According to the study, GIMIS users receive frequent training on Benefit Claim Processes, and this occurs anytime a new process is implemented. Participants, on the other hand, claim that training is frequently rushed and that workers typically learn on the job since training is inefficient and the users do not understand the technical part of the system. According to the findings of the study, the training schedule for becoming acquainted with the system should be altered to once a month. This is because some GIMIS capabilities are still foreign to consumers, forcing GIPF workers to give poor customer service because of the system's failure.

Objective 3: GIPF better benefiting from the GIMIS system on benefit claim processes

The study investigated how the existing system benefits the GIPF. GIPF now utilises GIMIS to deliver benefit payments to its customers and beneficiaries as

a Pension Fund Administration Organisation. With GIMIS, the GIPF has an advantage in that it continues to update and maintain member information while processing benefit claims and calculating payments using an automated formula while paying out claims in accordance with the Service Level Agreement. The system's payment timeliness, on the other hand, may be enhanced. In conclusion, the GIMIS system used to help GIPF, but it is now costing them money since the system is now failing the fund and pensioners are not always paid on time due to technological concerns.

Understanding how GIMIS benefits consumers and stakeholders was crucial because GIMIS serves them. According to the study findings, GIPF clients, beneficiaries, and stakeholders benefit from the security provided by GIMIS since the system allows for secure payment and data storage. The study also concluded that clients, beneficiaries, and stakeholders benefit from GIMIS as well, since it is used to execute pension disbursements and used to provide service on client’s inquiries, such as salary and data changes updates, that are handled by GIMIS.

5.3 Conclusions

The major purpose of the research was to assess the influence of the implementation of application software on the benefit claim process in the GIPF, based on the GIMIS user experience. The study used a qualitative technique to better understand this phenomenon. The researcher devised interview questions to get feedback from respondents on their interactions with the organisations'

GIMIS used to process benefit claims. The respondents in the research were purposefully chosen since they oversaw processing benefit claims on GIMIS.

The study categorised the replies and formed themes throughout the analysis, which offered insight into the implementation of application software on the benefit claim procedure using GIPF. Weaknesses and strengths of GIMIS, as well as its applicability in terms of GIPF as an organisation and stakeholders, have emerged as an important component of the organisation's capacity to process benefit claims using GIMIS. According to the study's results, GIMIS is still operational for claim processing, despite inadequacies and faulty practices that have caused GIPF employees to give poor service to its clients.

5.5 Recommendation to GIPF to continue with GIMIS for benefit claim processing

- The GIMIS system must be modified to meet the current changing requirements by streamlining operations, ensuring accurate and simple navigation, and performing once-off window processing.
- Furthermore, to decrease unpredictability in system malfunctions, the fund needs a new system to achieve its objectives and vision.
- Modernise GIMIS in terms of the system - it must be upgraded to a web-based system so that it can be accessible from any device.

5.6 Further Research

The effect of GIMIS implementation on clients' service satisfaction with GIPF services was not fully assessed and this is recommendation for further studies, using mixed methods.

REFERENCES

Afolabi, J. O. (2018). *Initiating factors affecting information systems project success* (Doctoral dissertation, Walden University).

Ali, A. M., & Yusof, H. (2011). Quality in qualitative studies: The case of validity, reliability and generalizability. *Issues in Social and Environmental Accounting*, *5*(1), 25-64.

Aarno, D., & Engblom, J. (2014). *Software and system development using virtual platforms: full-system simulation with wind river simics*. Morgan Kaufmann.

Angelina, R. J., Hermawan, A., & Suroso, A. I. (2019). Analysing e-commerce success using DeLone and McLean model. *Journal of Information Systems Engineering and Business Intelligence*, *5*(2), 156-162.

Abbasi, F., Khajouei, R., & Mirzaei, M. (2020). The efficiency and effectiveness of surgery information systems in Iran. *BMC medical informatics and decision making*, *20*(1), 1-8.

Alzahrani, A. I., Mahmud, I., Ramayah, T., Alfarraj, O., & Alalwan, N. (2019). Modelling digital library success using the DeLone and McLean information system success model. *Journal of Librarianship and Information Science*, *51*(2), 291-306.

Ahmadian, L., Dorosti, N., Khajouei, R., & Gohari, S. H. (2017). Challenges of using Hospital Information Systems by nurses: comparing academic and non-academic hospitals. *Electronic physician*, *9*(6), 4625.

Al-Kofahi, M. K., Hassan, H., Mohamad, R., Intan, T. P., & Com, M. (2020). Information systems success model: A review of the literature. *International Journal of Innovation, Creativity and Change*, *12*.

Arnold, R. D., & Wade, J. P. (2015). A definition of systems thinking: A systems approach. *Procedia computer science*, *44*, 669-678.

Baker, S. E., Edwards, R., & Doidge, M. (2012). How many qualitative interviews is enough: Expert voices and early career reflections on sampling and cases in qualitative research?

Bernardi, R. (2017). Health information systems and accountability in Kenya: A structuration theory perspective. *Journal of the Association for Information Systems*, *18*(12), 1.

Bloom, D. E., & McKinnon, R. (2013). *The design and implementation of public pension systems in developing countries: Issues and options* (No. 59). IZA Policy Paper.

Bloom, N., Sadun, R., & Van Reenen, J. (2016). *Management as a Technology?* (No. w22327). National Bureau of Economic Research.

Bughin, J., Lund, S., & Manyika, J. (2016). Five priorities for competing in an era of digital globalisation. *The McKinsey Quarterly*.

Bourgeois, D., & Bourgeois, D. T. (2014). The People in Information Systems. *Information Systems for Business and Beyond*.

Christensson, P. (2006). End-user definition. Retrieved from https://techterms.com/definition/enduser

Cameron, E., & Green, M. (2019). *Making sense of change management: A complete guide to the models, tools and techniques of* organisation*al change*. Kogan Page Publishers.

Claussen, J., Kretschmar, T., & Mayrhofer, P. (2013). The effects of rewarding user engagement: The case of Facebook apps. *Information Systems Research*, *24*(1), 186-200.

Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., ... & Walker, K. (2020). Purposive sampling: complex or simple? Research case examples. *Journal of Research in Nursing*, *25*(8), 652-661.

Cloete, E. (2002). *Small Businesses Acceptance and Adoption of e-commerce* (Vol. 10). (1-13, Ed.) Western-Cape Province, South Africa.

Cunha, J. (2013), "A distributed model of the structuration of information technology in organisations", *Management Research*, Vol. 11 No. 3, pp. 330-351. https://doi.org/10.1108/MRJIAM-07-2013-0510

Cheng, Y. M. (2019). How does task-technology fit influence cloud-based e-learning continuance and impact? *Education+ Training*.

Canary, H. E., & Tarin, C. A. (2017). Structuration theory. *The international encyclopedia of* organisation*al communication*, 1-15.

Creswell, J. (2014). Research Design: Qualitative, Quantitative and Mixed Methods Approaches. (4).

De Vos, A., Strydom, H., Fouche, C., & Delport, C. (2002). *Research at grassroots for the social sciences and human service professions.* Pretoria:: Van Schaik.

Dikko, M. (2016). Establishing Construct Validity and Reliability: Pilot Testing of a Qualitative Interview for Research in Takaful (Islamic Insurance). *Qualitative Report*, *21*(3).

Dalle, J., Hastuti, D., Mahmud, M., Prasetia, I., & Baharuddin, B. (2020). DeLone and McLean model evaluation of information system success: A case study of master program of civil engineering Universitas Lambung Mangkurat. *International Journal of Advanced Science and Technology*, *29*(4), 1909-1919.

Druckman, D., Singer, J. E., & Harold Van, C. (2020). *Enhancing* Organisation*al Performance.* Washington, DC 20001: National Academy of Sciences.

Eiselen, R., Uys, T., & Potgieter, N. (2005). *Analysing survey data using SPSS13.* Johannesburg: University of Johannesburg.

Entchev, E. (2019). Modern information systems for automated management of auxiliary processes. *Innovations*, *7*(1), 25-27.

Eric, S. (2000). The knowledge network: knowledge generation during the implementation of application software packages. *13*(4), 2010 - 2017.

Gartner Inc. (2017). Equips executives across the enterprise to make the right decisions and stay ahead of change. Stamford, USA. Retrieved from https://www.gartner.com

Geisler, E., & Rubenstein, H. A. (1987). The Successful implementation of Application Software in New Production Systems. *Informs*. Retrieved from https//www.jstor.org/stable/25060963

GIPF. (2019). 2018 Annual Report. Windhoek, Namibia.

Hertzum, M., & Torkilsheyggi, A. (2019, September). How do users perceive a design-in-use approach to implementation? *A healthcare case. In IFIP Conference on Human-Computer Interaction* (pp. 410-430). Springer, Cham.

Hashmi, S. D., Shahzad, K., & Izhar, M. (2021). Proposing total quality management as a buffer between global software development challenges and project success. *The TQM Journal*.

Haag, S., & Eckhardt, A. (2017). Shadow it. *Business & Information Systems Engineering*, *59*(6), 469-473.

Hong, L., & Llamas, M. (2019). Tutorial on online user engagement: Metrics and optimization. In *Companion Proceedings of The 2019 World Wide Web Conference* (pp. 1303-1305).

Haaksma, T. R., de Jong, M. D., & Karreman, J. (2018). Users' personal conceptions of usability and user experience of electronic and software products. *IEEE transactions on professional communication*, *61*(2), 116-132.

Habibipour, A., Bergvall-Kåreborn, B., & Ståhlbröst, A. (2016). How to sustain user engagement over time: A research agenda. In *22nd Americas Conference on Information Systems: Surfing the IT Innovation Wave, AMCIS 2016, San Diego, United States, 11-14 August 2016*.

Harrison, H., Birks, M., Franklin, R., & Mills, J. (2017, January). Case study research: Foundations and methodological orientations. In *Forum Qualitative Sozialforschung/Forum: Qualitative Social Research* (Vol. 18, No. 1).

Karanasios, S. (2018). Toward a unified view of technology and activity: The contribution of activity theory to information systems research. *Information Technology & People*.

Kyakulumbye, S., Pather, S., & Jantjies, M. (2019). Towards the design of citizen-centric e-government projects in developing country context: the design-reality gap in Uganda. International Journal of Information Systems and Project Management, 7(4), 55-73.

Kurtz, E. I. (2019). *An assessment of customer care services in the public sector-A study of the Government Institutions Pension fund in Namibia* (Doctoral dissertation, Stellenbosch: Stellenbosch University).

Komlan, G., Koffi, D., & Kingsford, K. M. (2016). MCDM technique to evaluating mobile banking adoption in the Togolese banking industry based on the perceived value: Perceived benefit and perceived sacrifice factors. *Int. J. Data Mining Knowl. Manage. Process*, *6*(3), 37-56.

Kuipers, B. (2016). Human-Like Morality and Ethics for Robots. The Workshops of the Thirtieth AAAI Conference on Artificial Intelligence AI. *Ethics, and Society, Technical Report WS-16-02*.

Laumer, S., Maier, C., & Weitzel, T. (2017). Information quality, user satisfaction, and the manifestation of workarounds: a qualitative and quantitative study of enterprise content management system users. *European Journal of Information Systems*, *26*(4), 333-360.

Larbi, D. (2018). *Implementing a Health Information System at the Greater Accra Regional Hospital in Ghana. End User Perspective* (Master's thesis, UiT Norges arktiske universitet).

Mthembo, N., & Dlodlo, N. (2017). e-Readiness Assessment of Small to Medium Enterprises for Business to Consumer eCommerce in Namibia. *International Journal of Science and Research, 6*(11).

Mikhnova, A., Mikhnova, D., & Chyrkova, K. (2019). Method for evaluating the efficiency of upgrading specialized information systems. *Innovative technologies and scientific solutions for industries*, (4 (10)), 69-76.

Masrek, M. N., Razali, M. H., Ramli, I., & Andromeda, T. (2018). User engagement and satisfaction: The case of web digital library. *International Journal of Engineering and Technology (UAE)*, *7*(4), 19-24.

Monika, R., & Gaol, F. L. (2017, June). Measuring the Success of E-Cargo Implementation at One of Indonesian Airlines using the DeLone and McLean Model. In *IOP Conference Series: Materials Science and Engineering* (Vol. 215, No. 1, p. 012037). IOP Publishing.

Moen, K., & Middelthon, A. L. (2015). Qualitative research methods. In *Research in medical and biological sciences* (pp. 321-378). Academic Press.

Nyandiere, C., Ateya, I. L., & Kamuzora, F. (2015). Application of structuration theory and activity theory in enterprise resources planning systems implementation for universities.

Nuyoma, D. (2017). *GIPF's total assets account for 64% of Namibia's GDP.* Windhoek: New Era.

Ogiela, L., & Ogiela, M. R. (2015). Management information systems. In *Ubiquitous Computing Application and Wireless Sensor* (pp. 449-456). Springer, Dordrecht.

Omotayo, F. O., & Haliru, A. (2020). Perception of task-technology fit of digital library among undergraduates in selected universities in Nigeria. *The Journal of Academic Librarianship*, *46*(1), 102097.

Owen, T., Burroughes, G., & Skilton, R. (2018). Upgrading the JET Remote Handling System-18356. WM Symposia, Inc., PO Box 27646, 85285-7646 Tempe, AZ (United States).

Peppard, J., & Ward, J. (2016). *The strategic management of information systems: Building a digital strategy*. John Wiley & Sons.

Park, C. (2019). Exploring a new determinant of task technology fit: Content characteristics. *Journal of International Technology and Information Management*, *27*(3), 100-118.

Pereira, J. C., & de FSM Russo, R. (2018). Design thinking integrated in agile software development: A systematic literature review. *Procedia computer science*, *138*, 775-782.

Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and policy in mental health and mental health services research*, *42*(5), 533-544.

Rahman, S. (2014). Introduction to E-Commerce Technology in Business. Munich, Germany. Retrieved from https://www.grin.com/document/280494

Rexhepi, H. (2015). *Improving healthcare information systems: A key to evidence-based medicine* (Doctoral dissertation, University of Skövde).

Shim, M., & Jo, H. S. (2020). What quality factors matter in enhancing the perceived benefits of online health information sites? Application of the updated DeLone and McLean Information Systems Success Model. *International Journal of Medical Informatics*, *137*, 104093.

Sneed, H. M., & Verhoef, C. (2020). Cost-driven software migration: An experience report. *Journal of Software: Evolution and Process*, *32*(7), e2236.

Schmitz, K. W., Teng, J. T., & Webb, K. J. (2016). Capturing the complexity of malleable IT use: Adaptive structuration theory for individuals. *Mis Quarterly*, *40*(3), 663-686.

Schmidt, F. L. (2017). Beyond questionable research methods: The role of omitted relevant research in the credibility of research. *Archives of Scientific Psychology*, *5*(1), 32.

Srinivasan, K. P., & Devi, T. (2014, November). Software Metrics Validation Methodologies in Software Engineering. *International Journal of Software Engineering and Applications (IJSEA), 5*.

Sadowski, C., & Zimmermann, T. (2019). *Rethinking productivity in software engineering* (p. 310). Springer Nature.

Sinha, A., Kumar, P., Rana, N. P., Islam, R., & Dwivedi, Y. K. (2019). Impact of internet of things (IoT) in disaster management: a task-technology fit perspective. *Annals of Operations Research*, *283*(1), 759-794.

Tarawneh, H. (2011, November). A Suggested Theoretical Framework for Software Project Success. *Journal of Software Engineering and Applications*. DOI:doi:10.4236/sea.2011.411076 Published Online November 2011 (http://www.SciRP.org/journal/jsea)

Tekli, G. (2021). A survey on semi-structured web data manipulations by non-expert users. *Computer Science Review*, *40*, 100367.

Tieng, K., Jeenanunta, C., Chea, P., & Rittippant, N. (2021). Roles of Customers in Upgrading Manufacturing Firm Technological Capabilities Toward Industry 4.0. *Engineering Management Journal*, 1-12.

Tumele, S. (2015). Case study research. *International Journal of Sales, Retailing & Marketing*, *4*(9), 68-78.

Urbach, N., & Müller, B. (2012). The updated DeLone and McLean model of information systems success. *In Information systems theory* (pp. 1-18). Springer, New York, NY.

Venkatesh, V., & Bala, H. (2000). Technology Acceptance Model 3 and Research Agenda on Intervention. *Decision Sciences, 3*. doi:10.1111/J.1540_5915.2008.00192.x

Wang, K. L., & Groth, M. (2014). Buffering the negative effects of employee surface acting: The moderating role of employee–customer relationship strength and personalized services. *Journal of Applied Psychology*, *99*(2), 341.

Whitesell, C. D. (2001, September). RMIS Applications: Guidelines for Selection and Implementation. doi:https://www.irmi.com/articles/expert-commentary/rmis-applications-guidelines-for-selection-and-implementation

Wei, K. M., Tang, Y. T., Kao, Y. C., Tseng, L. C., & Wu, H. H. (2017). Using an updated DeLone and McLean model to assess the success of

implementing the ward cleaning logistics system in a medical centre. *Journal of Statistics and Management Systems*, *20*(5), 965-976.

Yarmosh, k. (2020, April 20). *Analysis How Much Does App Cost in 2020: A Massive Review of Pricing and other Budget Consideration*. Retrieved from SAVVY: https://savvyapps.com/blog/how-much-does-app-cost-massive-review-pricing-budget

Yakubu, M. N., & Dasuki, S. (2018). Assessing eLearning systems success in Nigeria: An application of the DeLone and McLean information systems success model. *Journal of Information Technology Education: Research*, *17*, 183-203.

APPENDICES

Appendix A: Questionnaire

QUESTIONNAIRE NO: ☐

My name is Stefanus Nkole, a student at Namibia Business School (NBS) at the University of Namibia (UNAM). I'm pursuing a Master of Business Administration (MBA) - Management Strategy. My study is titled "**AN ASSESSMENT ON THE IMPLEMENTATION OF APPLICATION SOFTWARE ON BENEFITS CLAIM PROCESSES WITHIN THE GOVERNMENT INSTITUTION PENSION FUND"**. This survey is being conducted for the completion of a thesis in partial fulfilment of the requirements for an MBA – Management Strategy, and it is expected to be of value to all GIPF Employees, Management, and its stakeholders. You are selected to partake in this study because the researcher believes that you have the necessary experience with regards to administering GIPF processes of claims on GIMIS. By agreeing to taking part in the interview, you will be required to answer questions on your working experience within GIPF benefit claim processes. Your responses will be treated with confidentiality and will not be divulged to third parties.

This survey will take you less than 20 minutes to complete.

Thank you in advance

SECTION A: BIOGRAPHICAL DATA

Please respond to the following questions by making an "X" in the appropriate space provided.

1. **Gender**

Male	
Female	
Prefer not to mention	

2. **Position**

Benefit Administrator	
Senior Benefit Administrator	
Head: Benefits	
Manager: Operations	

3. **How long have you been working for GIPF, in the Operations Department?**

0 to 5	
6 to 10	
11 to 15	
16 to 20	
21 to 25	
26 to 30	

4. **Do you use GIMIS for benefit claims processing?**

Yes	
No	

SECTION B: UTILISATION EXTENT OF GIMIS ON THE PROCESS OF BENEFIT CLAIMS

5. What is your view of GIMIS as a system in general?

……
……
……
……
……

6. How do you feel about the following aspects of GIMIS when processing benefit claims?

Provide your evaluation in terms of the strengths, and weaknesses

6.1 Navigation

……
……
……
……

6.2 Design

……
……
……
……

6.3 Ease of use (is it easy or difficult to use)

……
……
……
……

6.4 Functionality (Is the system doing what is it supposed to do)

……
……
……
……

6.5 Responsiveness (does it complete the task within the given time)

……
……
……
……

6.7 Data/Information on the system

……
……
……
……

SECTION C: CHALLENGES THAT INFLUENCE THE SATISFACTION OF USERS WITH GIMIS IMPLEMENTATION ON THE BENEFIT CLAIM PROCESS

7. What challenges are you currently experiencing from GIMIS when processing benefit claims?

……
……
……
……
……
……
……
……

8. Does GIPF provide regular training to GIMIS users on Benefit Claim Processes? If yes, how often and how is it conducted? If your response is no, how would you want the Training to be conducted?

……
……
……
……
……
……
……
……

SECTION D: EXAMININATION ON HOW GIPF CAN BETTER BENEFIT FROM THE GIMIS SYSTEM ON BENEFIT CLAIM PROCESSES

9. GIPF as Pension Fund administrator Organisation currently uses GIMIS in its mandate to provide benefit payments to its clients and beneficiaries, Is GIPF benefiting from using this system (GIMIS)? Motivate your response

……
……

……
……

10. Are GIPF clients, beneficiaries and stakeholders benefiting from this system (GIMIS)? Motivate your response

……
……
……
……

11. Do you recommend GIPF to continue with GIMIS for benefit claim processing? Motivate your answer

……
……
……
……

12. What do you want GIMIS to improve on, in the processes of benefit claims processes?

……
……
……
……

13. Would you recommend GIPF to continue using GIMIS or go in the market to acquire a new system?

……
……
……
……
……
……
……
……

Appendix B: Research Permission Letter

NBS
NAMIBIA BUSINESS SCHOOL
UNIVERSITY OF NAMIBIA

08 October 2021

TO WHOM IT MAY CONCERN

Re: MBA Management Strategy, Student – Mr. Steven Nkole Student Number- 200435795

As part of our Masters Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategies. To do that effectively, they need to conduct interviews and obtain practical examples.

Mr. Nkole has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Mr. Nkole with the information he requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. His research synopsis indicates that his topic touches on "An assessment on the implementation of application software on benefits claim processes within the Government Institution Pension Fund".

Your kind assistance is highly appreciated.

Yours sincerely

NAMIBIA BUSINESS SCHOOL
NBS
08 OCT 2021
ACADEMIC SERVICES
UNIVERSITY OF NAMIBIA
Inspiring Minds & Shaping the Future

Greenfield Mwaapesele, D
Senior Research Co-Ordinator
Namibia Business School
University of Namibia
Tel: +246 61 413 500
Fax: +246 61 413 512
Email: mwakipe@nbs.edu.na

Appendix C: Permission to conduct research

GIPF House , Cnr. Dr. Kenneth David Kaunda &
Goethe Street, P.O Box 23500
Windhoek, Namibia

t +264 61 205 1000
f +264 61 205 1209
e info@gipf.com.na
w www.gipf.com.na

GIPF
Government Institutions Pension Fund

Enquiries: H Kazavanga
Tel: 061 205 1279 / 205 1111

11 October 2021

Att: Stefanus Nkole

PERMISSION FOR RESEARCH DATA COLLECTION
RESEARCH TOPIC: "AN ASSESSMENT ON THE IMPLEMENTATION OF APPLICATION SOFTWARE ON BENEFITS CLAIM PROCESSES WITHIN THE GOVERNMENT INSTITUTION PENSION FUND".

We refer to your request and the letter from Namibia Business School dated 08 October 2021 for the request of data collection and information on the above-mentioned study.

Permission is herein granted. We therefore request you to provide our office with a copy of the approved final research report.

Yours faithfully,

Elvis Nashilongo
General Manager: Operations

Appendix D: Plagiarism report

Curiginal

Document Information

Analyzed document	NBS Research for Examination S Nkole 200435975.docx (D116730905)
Submitted	2021-10-29T01:01:00.0000000
Submitted by	
Submitter email	SNkole@gipf.com.na
Similarity	0%
Analysis address	mwakipg.unam@analysis.urkund.com

Sources included in the report

W URL: https://www.grin.com/document/280494Rexhepi,
Fetched: 2021-10-29T01:04:00.0000000 1

Appendix F: Language editing Certificate

Dr.GM

The Rev. Dr. Greenfield Mwakipesile

ThD, MBA, HBS | mwakipg@outlook.com

CONTACT

PO Box 99539,
UNAM,
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

1st November 2021

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF STEFANUS NKOLE's THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

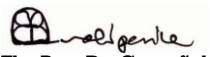
This certificate serves to confirm that I copyedited and proofread **STEFANUS NKOLE's** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **AN ASSESSMENT OF THE IMPLEMENTATION OF APPLICATION SOFTWARE ON BENEFITS CLAIM PROCESSES WITHIN THE GOVERNMENT INSTITUTIONS PENSION FUND**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Eswatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,



The Rev. Dr. Greenfield Mwakipesile

greenfield.mwakipesile

@mwakipg

+264813901701

Dr. Greenfield Mwakipesile