

**MOTIVATION, PERCEPTION AND CHALLENGES OF HRIS USAGE AT
TANESCO UBUNGO UMEME PARK**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENTS OF THE
REQUIREMENTS FOR THE AWARDS OF MASTER DEGREE IN
STRATEGIC HUMAN RESOURCE MANAGEMENT OF THE INSTITUTE
OF SOCIAL WORK
INSTITUTE OF SOCIAL WORK**

2023

CERTIFICATION

The undersigned certifies that she has read and recommends for acceptance by the Institute of Social Work, the dissertation titled; “*Motivation, Perception and Challenges of HRIS Usage at Tanesco Ubungo Umeme Park*” in partial fulfillment of the requirements of the Award of master degree in strategic human resource management of institute of social work.

Signature

.....

(Supervisor)

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I, **Arafa Bororo** do hereby declare that this dissertation is my original work and that it has not been presented to any other college, institute or university other than the Institute of Social Work of Tanzania.

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ACKNOWLEDGEMENT

First and foremost, praise and thanks to the Almighty God for endowing me with a sound and healthy mental state, enabling me to pursue knowledge, and bestowing blessings upon me throughout the entirety of my research endeavours, which I have accomplished with success.

There is a multitude of individuals who have made significant contributions to the successful completion of this research work, whom I would want to express my gratitude towards. The length of the list is such that the available space does not permit the inclusion of all names. Nonetheless, for some individual recognition is necessary; Dr. Victoria Mkonya my research supervisor, I would like to extend my profound and genuine appreciation for dedicating her valuable time and exerting considerable efforts in providing encouragement and guidance, so enabling the successful completion of this research endeavours. I am deeply appreciative of the opportunity to have worked under her guidance, as it was a significant honour and privilege. Her exceptional tolerance and empathy demonstrated towards me throughout the challenging period of my research am particularly grateful.

I am profoundly appreciative of the invaluable prayers, love, care, direction, encouragement, and sacrifices provided by my beloved mother, husband, and two young sons throughout the course of my research. Their unwavering support, encouragement, and patience have been vital in navigating the challenges I have encountered, allowing me to stay focused and motivated. Their belief in my abilities has given me the strength to persevere even during the most difficult times. I am forever grateful for their presence in my life, as they have truly been my pillars of strength throughout this research journey.

Lastly, I would like to express my gratitude to my colleagues for their valuable efforts. I extend my sincere wishes for their well-being and success. May they be blessed by the Almighty God and all their aspirations be fulfilled.

DEDICATION

This dissertation is dedicated to my lovely mother, Fedhella Faraji, my beloved husband, Abeid Salum, and my sons, Salum Abeid and Mehmet Abeid, who have always stood by my side and accepted my absence with pure hearts on different family occasions.

ABSTRACT

The effective management of human resources is vital for the success of organizations, both at the global and local levels. Human resource management adopted Human Resource Information System to operate on a daily basis as a result of the advances in information technology. This study aimed to investigate the motivation factors, user perceptions, and challenges encountered in HRIS usage at TANESCO Ubungo Umeme Park. The study was guided by three specific objectives. The first objective was to explore the motivation for utilizing HRIS in HR function implementation at TANESCO. The second specific objective was to explore users' perception on the use of HRIS in implementing HR functions at TANESCO. The third one was to explore the challenges encountered in the use of HRIS towards performance of human resource function at TANESCO. This study employed a qualitative approach, its aim is to comprehensively understand the research problem and human experiences associated with HRIS utilization. This study was conducted at TANESCO Ubungo - Umeme Park in Dar es Salaam as the case of the study. The study was motivated by identified deficiencies in HR function, particularly in payroll management, inadequate on preparation and execution of training, inadequate of preparation of succession plan, as highlighted in the CAGs Reports. The study population included key users of HRIS, including the Director of HRA, HR officers, HR managers, and IT personnel. A qualitative approach was employed where interview and focus group discussion were employed in collecting data. The study's significance lies in its potential to provide insights to TANESCO's management and other organizations on how to implement HRIS effectively for improved human resource performance. The findings of this study revealed that HRIS users are motivated to use HRIS in their daily duties and responsibilities because it helps them in saving time and effort on HR tasks, making sure that HR information and documents are filled out correctly, making it easy to keep records, guaranteeing data security, and protecting privacy when exchanging departmental reports. It was further noted from the findings that the HRIS users have the positive perception concerned HRIS and they were willing to continue using HRIS for implementing their HR functions due to positive impact of system. Findings also unveiled that; different challenges were encountered and revealed by the study such as limited accessibility of HRIS due to network problems, staff incompetence on the use of HRIS, poor ICT infrastructures and limited availability of ICT personnel. The study's conclusion acknowledges the significance of HRIS in the implementation of HR functions and suggests that, in order to maximize HRIS benefits and ensure its efficacy in supporting HR functions, TANESCO Ubungo Umeme Park and other organizations should invest in training and development, as well as address competence gaps and infrastructure issues. These actions are crucial building blocks for enhanced HRIS performance and successful technology adoption, both of which support organizational success as a whole.

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ABBREVIATIONS AND ACRONYMS

HRIS	Human Resource Information System
HRM	Human Resource Management
HR	Human Resource
LGAs	Local Government Authorities
TANESCO	Tanzania Electric Supply Company

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter provides an overview of the study by describing the background to the study, statement of the problem, objectives, research questions, significance, and scope and delimitation.

1.2 Background to the Study

The effective management of human resources is often seen as a critical factor in the successful operation of companies, both at the global and local level (Rodriguez *et al.*, 2018). The emergence of the field of human resource management (HRM) can be attributed to the intricate nature of human behavior and the necessity to effectively oversee individuals in pursuit of economic objectives. According to Kew & Stredwick (2016), since the 1980s, human resource management has seen a significant uptick in both its popularity and its momentum.

According to Anbuoli (2016), a widespread misconception holds that the complexity of human beings necessitates the application of sophisticated management strategies. According to Anbuoli (2016), in the business world, the performance and expertise of a company's human employees are the primary factors that determine the success of the company. According to Mwaniki & Gathenya (2015), the primary objective of human resource management is to "increase any organization's capacity, capability, and effectiveness in achieving organizational goals through maximizing the use of its resources and assets."

In light of the importance of human resource management to the operation of any business, many organizations, both public and private, have improved the HRM function by incorporating the use of technology through the implementation of a Human Resource Information System (Wali, 2022). This has enabled the HRM function to perform more effectively. According to Tannebaum (2011), a human resource information system (HRIS) is a technology that can collect, analyze, store, disseminate, and retrieve the necessary data on a company's human resources. The paper-based record system, which was significantly slower, less reliable, and inaccurate in its output generation, has been replaced by a technological revolution in human resource management (HRM).

According to Akoyo & Muathe (2017), HRIS has been used to improve organizational performance while also facilitating effective human resource management, administrative efficiency, and strategic positioning. Additionally, human resource information systems improve organizational decision-making processes and, as a consequence, increase productivity (Kassim *et al.*, 2012). This is accomplished by providing information that is prompt, accurate, and comprehensive. HRIS stands for human resource information systems, and its primary purpose is to improve an organization's ability to access information while simultaneously lowering its operating costs by ensuring that data is processed more rapidly and accurately.

The HR function in Africa has not been aggressive in utilizing technology to deliver integrated services or to improve communication despite the significance of HRIS in human resource function. This is mostly a result of limited financial resources to allow

the investment of the technology change and most the acceptance of users to the technological change (Nthiga & Nyangàù, 2021). That is why, for countries that have adopted HRIS, the evaluation of the effectiveness of a human resource information system on investment is conducted by organizational management subsequent to its implementation within a business entity. The evaluation primarily centers around the assessment of whether the human resource information system is meeting the anticipated outcomes, if it is being utilized to its maximum capacity, and whether it is yielding a favorable return on investment (Walichio *et al.*, 2018). However, this perspective fails to acknowledge the significance of users and their engagement with technology in effectively carrying out their tasks and responsibilities. It is important to recognize that technology is not merely an automated machine, but also necessitates human guidance and direction.

According to the study by Kassim *et al.*, (2012), the Tanzanian government decided to switch from a paper-based record system to HRIS in 2011. The need to align with the public sector norms seen in other emerging economies served as the driving force behind this strategic decision. The government commenced the implementation of the shift by extending it to all of its departments, agencies, and local government authorities (LGAs). This action was taken in an effort to reduce the number of manual administrative tasks and enable human resources officers to maintain complete, accurate, and current employee records via computerized application software.

TANESCO did not constitute an exception to this rule (Jorojick, 2015). The utilization of HRIS in the HR function implementation has been reported since July, 2016.

Notwithstanding the purported benefits of enhanced productivity, precision, and time management associated with the adoption of HRIS, TANESCO, similar to many other public sector organizations, continues to encounter challenges in the execution of HR functions. Such problems include payroll fraud, incomplete employees' information, inaccurate and outdated civil servant information, postponed promotions in the public sector, inadequate on preparation and execution of training, and poor management of employee development plans (Matimbwa & Masue, 2019).

This gives rise to a significant area of inquiry concerning the technology's second partner, the users: difficulties, encounters, and perspectives concerning the usability and intuitiveness of the HRIS. By exploring these aspects, organizations can identify areas for improvement and ensure that the technology is effectively utilized for employee development and management and therefore mitigate the risks of inaccurate and outdated information, as well as enhance the overall performance of the public sector.

1.3 Statement of the Problem

The existing body of research indicates a lack of effectiveness in the Human Resource Management (HRM) function within the public sector of Tanzania, as evidenced by studies conducted by Kiwelu & Ngonzi (2022), Ishijima *et al.* (2015), Matimbwa & Masue (2020), Ferdous *et al.* (2015), and Hatibu (2013). The public sector has encountered unanticipated deficiencies in its human resources operations, including instances of payroll fraud, the recruitment of unqualified personnel by government entities, delays in promotions within the public sector, insufficient planning and

implementation of training programs, and inadequate management of employee development initiatives (Matimbwa & Masue, 2019; Matibwa *et al.*, 2020; Kiwelu & Ngonzi, 2022).

The suboptimal execution of human resource management (HRM) responsibilities within the public sector has been linked to many reasons, including a lack of employee training, insufficient staffing levels, and inadequate allocation of financial resources to HRM. According to Njau (2017), there is a deficiency in accountability and transparency among human resource management staff in the public sector when carrying out HRM functions.

In response to that, The Tanzanian government has implemented various strategies/initiatives to enhance the human resource management function within the public sector. One of the initiatives undertaken was the utilization of a Human Resource Information System in 2011. Jorojick (2015) posited that the usage of Human Resource Information Systems was intended to facilitate the maintenance of comprehensive, precise, and current employee records by HR personnel/officer. The expected outcome was to enhance the efficiency of human resource management functions/activities and contribute to improved organizational performance within the public sector.

Despite the utilization of HRIS within the public sector, the CAG reports for the fiscal years 2019/20 and 2021/22 have highlighted certain inadequacies in the human resource domain. The aforementioned flaws principally relate to the payroll system,

the appraisal of employee performance, the extended duration of public officers serving in acting posts beyond six months, the delayed remittance of statutory deductions for employees, and the buildup of unresolved claims. In TANESCO specifically, the CAG report for the fiscal years 2019/20 and 2021/22 have identified specific inadequacies within the human resource department, particularly in relation to the payroll system. These flaws pertain to poor steps taken during the planning and implementation of training programs, as well as insufficient preparations made for succession plans. These experiences are noted despite the utilization of HRIS in HR function.

This raises inquiries on the usability of HRIS, the perceptions of users, and the obstacles encountered by them. These concerns have the potential to greatly impact the effectiveness and efficiency of HRIS in terms of their utilization and functions. This, in turn, could inhibit the successful adoption of HRIS and thus impede overall productivity. This is a research gap that this study intends to fill. Gaining a comprehensive understanding of these concerns would enable companies to acquire valuable insights that can optimize the utilization of HRIS, leading to enhanced productivity and streamlined HR functions and operations.

1.4 Objectives of the Study

1.4.1 General Objective

To investigate the motivation factors, user perceptions, and challenges encountered in HRIS usage at TANESCO Ubungo Umeme Park.

1.4.2 Specific Objectives

- i. To explore the motivation for utilizing HRIS in HR functions implementation at TANESCO.
- ii. To explore users' perception on the use of HRIS in implementing HR functions at TANESCO.
- iii. To explore the challenges encountered in the use of HRIS towards performance of human resource function at TANESCO.

1.5 Research Questions

- i. What is the motivation for utilizing HRIS in HR function implementation at TANESCO?
- ii. What is the users' perception on the use of HRIS in implementing HR functions at TANESCO?
- iii. What are the challenges encountered in the use of HRIS towards performance of human resource function at TANESCO?

1.6 Significance of the Study

The significance of the study was grouped into two main categories: knowledge contribution and practical contribution.

Firstly, is **Knowledge Contribution: Advancement of HR Theories**: where by the study contributes to the advancement of HR theories by providing insights into how HRIS impact the performance of the human resource function. This contributes to the improvement of current theories and the creation of a deeper comprehension of the connection between HR management and HRIS. Additionally, by shedding light on

the role of HRIS in the performance of the human resource function, the study's findings help to fill a gap in the **existing body of literature**, which is important for the expansion of academic literature and the creation of a comprehensive body of knowledge in the field of human resource management.

Secondly, is **Practical Contribution: Guidance for Management Decisions** that means the study is valuable for the management of organizations, particularly TANESCO. It provides actionable insights that can guide decision-making in the implementation of HRIS. With this knowledge, the management is now able to decide how to integrate HRIS in the most effective way to improve the overall effectiveness of the human resource function. Also **Enhanced Employee Implementation** where by TANESCO staff members benefit from the study's results as it identifies implementation challenges of HRIS and formulates suggestions for management. This information minimizes difficulties for staff members in adopting HRIS, provided that management takes heed of the recommendations.

This practical application contributes to a smoother and more effective integration. Furthermore, **Improved Organizational Performance** through the study's insights into the impact of HRIS on the human resource function can contribute to the overall improvement of organizational performance. Organizations like TANESCO can improve productivity, decision-making, and employee satisfaction by streamlining HR procedures through the successful application of HRIS.

In summary, the study has both theoretical and practical implications. It advances academic understanding by contributing to HR theories and expanding the literature

on the role of HRIS. Simultaneously, it provides actionable guidance for organizations, especially TANESCO, in implementing HRIS to enhance the performance of the human resource function.

1.6 Scope and Delimitation of the Study

The Scope of the study focuses on investigating the motivation factors for use, users' perception, and challenges faced by users of HRIS at TANESCO Ubungu Umeme Park. Specifically, it delves into the factors influencing employees' motivation to use HRIS, their perceptions of the system, and the challenges they encounter in its utilization.

The study was conducted at TANESCO Ubungu Umeme Park. TANESCO is a public utility company in Tanzania, and Ubungu Umeme Park is a specific location within the company where the HRIS is implemented mostly. TANESCO Ubungu Umeme Park was chosen as the study area likely due to its significance as a workplace where HRIS is actively used. The choice may stem from the practicality of accessing a specific organizational setting where the researcher can investigate the dynamics of HRIS usage, motivations, and challenges in a real-world context. The participants in the study are likely to be employees of TANESCO Ubungu Umeme Park who are users and maintainers of the HRIS. A wide variety of employees could be involved in the study in order to capture various viewpoints, roles, and experiences regarding the use of HRIS.

The study acknowledges the issue of generalizability, common in qualitative research. The qualitative nature of the study, coupled with potential biases and subjectivity, raises concerns about how broadly the findings can be applied. The researchers emphasize that qualitative research, in this context, prioritizes understanding perspectives within a specific context rather than aiming for broad generalization.

In summary, the study focuses on the motivation, perception, and challenges of HRIS users within the organizational context of TANESCO Ubungo Umeme Park, and it has a clearly defined scope. The researchers acknowledge the limitations of generalizability inherent in qualitative research and emphasize the importance of interpreting the findings within the specific situational environment observed in the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter examines the relevant literature for the study and defines key terms, a theoretical literature review, an empirical literature review, and a research gap.

2.2 Definition of Key Terms

2.2.1 Human Resource Management

Human resource management is defined as the management of employees who individually and collectively contribute to the fulfillment of organisational goals, as stated by Saxena & Sharma (2017). According to Savalam (2018), human resource management is defined as the management of all processes related to hiring, training, and rewarding employees. Additionally, Savalam (2018) defines it as the management of issues related to labour relations, health and safety, and fairness, written by Schiemann & Seibert (2017). As a result, human resources management is understood to be the process of managing the employees of an organisation in terms of hiring, training, and rewarding, in addition to maintaining the relationship between the organisation and its employees.

2.2.2 Human Resources Information System (HRIS)

HRIS is defined as a tool that businesses employ to handle a range of problems and procedures related to managing people (Wairimu & Karanja, 2016). Tesi (2020) defines HRIS as a technological tool used in particular HR operations for things like hiring and selection, performance review, compensation and benefits, training and

development, health and safety, employee relations and legal issues, retention, and work-life balance. HRIS is a technology for gathering, analysing, storing, disseminating, and retrieving the necessary data on a company's human resources (Tannebaum, 2011).

2.2.3 Human Resources Function

Human resource function according to Anobuoli (2016) is define as all activities and approaches to fostering and supporting people and providing a healthy work environment. Tesi (2010) defines HR functions as all the strategies related to hire and selection, performance evaluation, pay and benefits, training and development, health and safety, employee relations and legal challenges, retention, and work-life balance. According to Ngulugulu *et al.*, (2023), HR function often include of hiring, paying and providing benefits, providing training and development, and managing employee relations.

2.2.4 Motivation

Motivation refers to the reasons underlying behavior (Guay *et al.*, 2010). According to Lai (2011), motivation can be broadly defined as the attribute that moves us to do or not do something. In essence, motivation is the urge or desire that pushes people to act in a certain way or fulfill a need in order to accomplish particular goals. It is the force, either internal or external, that starts, guides, and maintains behavior.

2.2.5 Perception

According to McDonald (2011), defines Perception can be defined as the process of becoming aware of or comprehending sensory data, that means is the awareness or understanding of sensory information. Pribram (2013), defines perception as a sophisticated cognitive process involving the organization and interpretation of sensory data by the brain to produce a meaningful understanding of the outside world.

2.3 Theoretical Literature Review

2.3.1 The Task Technological Fit Theory

The task-technology fit (TTF) theory postulates the relationship between digital technology and the tasks it aims to support. TTF is a variance theory that describes the interrelationship between three components which are technology functionality, task requirements, and individual abilities at a specific point in time. The concept of task-technology fit was developed by Goodhue and Thompson (1995) and Ziguers and Buckland (1998). While Goodhue and Thompson (1995) focus on the fit between technology, task, and individual, Ziguers and Buckland (1998) place the focus on how task and technology interact to enhance group performance.

The TTF perspective assumes that users can appropriately evaluate the level of TTF as they use the technology for performing their work tasks and that an evaluation of TTF may predict performance. TTF is measured through an assessment of user experience based on different dimensions such as quality of data, usability, and reliability of the technology. However, the assumption is that users evaluate both the functionality of the technology and the degree to which the technology assists them in

task accomplishment and suits their abilities (Dishaw, 1999). Therefore, the TTF perspective operates under the presumption that users are able to accurately evaluate the level of TTF as they use the technology to perform the work tasks necessary for their jobs and that an evaluation of TTF may be able to predict performance. According to the TTF theory, a better fit between technology, task requirements, and individual abilities will contribute to better performance, which will ultimately lead to more efficient task accomplishment (Goodhue, 1995).

The Task-Technology Fit theory has a direct and significant relation to the study of the role of HRIS in the performance of HR functions. HRIS is a type of digital technology that is designed to support HR tasks and processes. The TTF theory postulates the relationship between digital technology and the tasks it aims to support, making it highly relevant to understanding the impact of HRIS on HR function performance. Here is how TTF theory relates to the study of HRIS in HR function performance:

Firstly, Technology Functionality and HRIS: in the context of HRIS, technology functionality refers to the capabilities and features of the HRIS software. The TTF theory suggests that the level of fit between technology functionality (in this case, the features and capabilities of HRIS) and the specific HR tasks it is meant to support is crucial. If HRIS aligns well with HR tasks, it is more likely to enhance HR function and performance. Secondly, Task Requirements and HR Processes: HRIS is typically implemented to streamline and improve various HR processes such as recruitment, payroll management, employee records management, and performance appraisal. The

task requirements in this context refer to the specific needs and requirements of HR processes. TTF theory emphasizes that HRIS should align with these task requirements to achieve better performance in HR functions.

Thirdly, Individual Abilities and User Experience: TTF theory also considers individual abilities. In the context of HRIS, this relates to the skills and capabilities of HR professionals who use the system. User experience, as mentioned in the theory, is assessed based on dimensions like the quality of data, usability, and reliability. HR professionals' ability to effectively use HRIS influences its impact on HR function performance.

Fourthly, Performance Impacts: TTF theory suggests that a higher fit between technology (HRIS), task requirements (HR processes), and individual abilities (HR professionals' skills) leads to better performance in terms of efficiency and effectiveness in accomplishing HR tasks. HRIS can improve the overall quality of HR outputs, such as accurate payroll processing or efficient recruitment, when it aligns well with HR tasks and users' abilities.

Fifthly, Technology Utilization: While the TTF theory doesn't explicitly address technology utilization, it's an important consideration in the context of HRIS. Utilization refers to how extensively and effectively HR professionals use HRIS in their daily tasks. Higher utilization of HRIS may lead to improved HR function performance if it results in more efficient and accurate HR processes.

Sixthly, User behavior and Attitudes; TTF theory also emphasizes the utilization which also encompasses user behavior, attitudes and beliefs. Thus, understanding how HR professionals perceive and interact with HRIS is essential. Positive attitudes and effective use can contribute to better HR function performance.

TTF theory is relevant and applicable to this study because the theory has been vastly used to assess how well a technology aligns with the needs and objectives of an organization (Landers, 2021) in the process illuminate the motivation behind adopting of such technology in this case HRIS at TANESCO. In the end, the TTF theory will allow the researcher to investigate how well the HRIS aligns with the HR function's needs, and whether it meets the organization's goals and expectations. The aspects of user perception cemented on the fitness of the technology in to HR professional, in this case they issue of suitability and user-friendly and challenges encountered by users was explored. TTF theory, in this study therefore, provides a valuable framework for understanding how users interact with HRIS and the manner in which it affected their productivity as they perform HR functions.

The major critique of the TTF theory is that it has been applied in mostly information system quantitative studies that assess the application environment and technology itself, leaving users' positions in their contribution to the efficacy of the technology (Vendamin, *et al.*, 2021). There is, however, no evidence that the theory cannot be applied to other social science fields or qualitatively focused research. This study is therefore intended to assess the afro-mentioning critique as a point of critique or strength in the TTF theory.

2.4 Empirical Literature Review

2.4.1 Global Perspective

Alomari (2019) conducted research to determine the extent to which information systems for human resources could improve the efficiency of human resource management in Saudi Arabia. Methods of qualitative research analysis were utilized throughout the course of this study. Interviews with senior management and organizational leadership were the primary instruments used in the data collection process. Using the method of thematic analysis to conduct the analysis, the responses of the interviewees were sorted into categories according to the overarching theme that emerged most frequently. According to the findings, these systems not only boost organizational productivity and performance as well as the efficacy and efficiency of business processes, but they also boost the culture of the organization by fostering openness and accountability, healthy management-employee relationships, and innovation and creativity through employee commitment. These improvements are all due to the systems' ability to improve the effectiveness and efficiency of business processes.

Kumar and Paramasur (2013) investigated the effect of HRIs on the efficiency of human resource management in three different ways: randomly, integrated, and holistically. Cluster sampling was used to compile a sample of 101 municipal managers from one of South Africa's municipalities. A self-developed, closed-ended questionnaire with a total of 28 questions was used to collect the data for this study. Inferential statistics were used to do the analysis of the data. According to the findings, HR information systems (HRIS) significantly improve overall organizational

efficiency as well as its sub-dimensions (HR functions, time management, cost management, and managerial satisfaction with the system) in an inter-related and holistic manner, albeit to varying degrees. This is the case regardless of the type of organization.

2.4.2 African Perspective

Perera *et al.*, (2018) conducted research to investigate how human resource information systems have an impact on the effectiveness of human resource management. HRIS was evaluated in terms of five aspects, including top management, effective communication, training, the information system, and the human resources department. HRM efficacy was evaluated in terms of recruiting, performance management, and human resource planning processes. A self-administered survey with 28 statements was given to all of the HR department employees at the 12 major garment companies that were chosen as the sample for the study.

The statements were rated on a Likert scale from one to five. The data was analyzed and evaluated using univariate and bivariate statistical methods with the help of the statistical data analysis tool known as SPSS. The results of the survey indicate that the HRIS is responsible for 85 percent of the variation in the efficiency of HRM. The findings of the study also revealed that large garment companies in the Western Province were making use of HRIS software for a variety of purposes, such as performance management, recruitment, and human resource planning.

Walichio *et al.*, (2018) evaluated the degrees of system manipulation of human resource functions such as e-recruitment, e-training and development, e-payroll management, and performance management on appropriate decision-making. These functions include e-recruitment, e-training and development, and performance management. A descriptive research design methodology was followed in the course of this study, and it made use of both qualitative and quantitative research methods.

The sample for the study consisted of 313 HRIS users and service providers who are employed in Vihiga County. The target population for the study was 1689 people. The use of questionnaires allowed for the collection of both quantitative and qualitative data. The use of stratified sampling allowed for participants to be chosen for the study from a variety of different categories. For the purpose of studying qualitative data, thematic analysis was utilized, while statistical analysis was utilized for the study of quantitative data. Examining the data with both descriptive and inferential statistics allowed us to get a better understanding of the relationship between the different aspects of the study. The findings demonstrated that the HRM information system has a substantial impact on HR performance.

Nthiga and Nyang'au (2021) conducted research to investigate the impact that human resource information systems have on the efficiency with which information management affects the performance of employees. The study took a descriptive approach in order to investigate the impact that the human resource information system had on the overall performance of the workforce. The majority of the data for the study came from an instrument in the form of a survey. A questionnaire was used to collect

the data needed for this study. A correlation model was utilized so that the data could be analyzed properly. The findings of the study indicated that human resource information systems are utilized by the selected water companies in Murang'a County; the institutions have adopted HRIS in their operations; the regulatory as well as environmental impacts on adoption and implementation of HRIS involved both an effective regulatory measure and an efficient regulatory measure; and finally, the regulatory as well as environmental impacts on adoption and implementation of HRIS involved a regulatory as well as an effective HRIS provides information on virtually everything that companies need to monitor and research in relation to their employees.

Hanif (2017) investigated the difficulties encountered by private companies in Kenya when attempting to implement a human resource management information system (HRMIS). The descriptive method was the one that was used for the research. In this study included all of the staff members who are currently employed by GfK E.A. It was determined that there was a total of 48 people in the population. A questionnaire that the participants were responsible for filling out on their own was used to compile the information.

The data that was collected was then subjected to both qualitative and quantitative analysis in order to be coded and analyzed. According to the findings, it was discovered that in a technical capacity, technical employees with high skills in IT were expected to share the knowledge or educate non-skilled employees in IT in order to assist them in conforming to an IT-compliant organization that makes full use of HRMIS in managing the employees. This was done in order to help them conform to

an IT-compliant organization. It was observed that companies that have implemented the system have top managers who are optimistic and have a positive outlook towards the implementation of HRIS. As a result, it was presumed that the managers were not afraid of any changes that might be implemented.

2.4.3 Tanzanian Perspective

Matimbwa *et al.*, (2020) investigated the effectiveness of the human resource information system in Tanzanian local government authorities. Their research focused on technological aspects of the system. The survey included 37 local government areas (LGAs) across six different regions in Tanzania: Mwanza, Arusha, Dodoma, Morogoro, and Iringa. In order to collect the primary data, questionnaires were distributed to 201 Human Resource Officers (HROs), and interviews were conducted with 8 key informants. Document analysis was the primary approach that was taken in order to acquire secondary data.

The data was analyzed using statistical methods that included both descriptive and inferential statistics. The ordered logistic regression model was utilized in the research project to investigate how different technological aspects influence the effectiveness of HRIS in LGAs in terms of information precision, comprehensiveness, and timeliness. According to the findings, the technological components of HRIS have a significant influence on the effectiveness of the system in terms of the information's accuracy, completeness, and timeliness.

Ngulugulu *et al.*, (2023) investigated the functions and protocols surrounding the implementation of human resource information systems in Tanzania's public sectors. The research sites for this project were chosen from eight different districts located within the Mwanza region using a case study design and a mixed-methods technique. A total of 75 employees from eight different districts were selected at random, and out of those, 63 people agreed to participate in the survey. The primary method of data collection utilized in the study was a combination of survey questions and in-person interviews. The qualitative data from the study were analyzed with Atlast, while the descriptive and inferential quantitative data were analyzed with the Statistics Package for Social Science (SPSS). According to the findings of the study, eight of the districts located within the Mwanza region had been able to successfully manage their human resources functions and procedures by utilizing HRIS.

Mwaipyana (2020) investigated the impact that human resource information systems have on the overall performance of private organizations. It was carried out at the headquarters of the United Bank for Africa (UBA), which is located in Tazara, Dar es Salaam. In order to collect the data required by the researcher, a case study research design was utilized. Primary and secondary types of data were both collected during this research endeavor. In this study, the methods of data collection that were utilized were interviews and the review of relevant documents, and the instruments that were utilized for data collection were interview questions and questionnaires. This study made use of both qualitative and quantitative methods of data analysis. The findings of the research led the researchers to the conclusion that the human resource information system plays a significant role in the success of the United Bank for

Africa. The majority of employees had a favorable perception of the system, and its benefits included helping employees keep track of their employment benefits, such as paid leave, and providing them with up-to-date information about their career development.

Mjomba and Oyagi (2021) investigated the effect that having a human resource information system has on an organization's performance in Tanzania. Their study focused on the Zanzibar Ports Corporation. The research design for this study was a case study, and it included both quantitative and qualitative methods of investigation. Using both simple random and purposive sampling methods, we chose a sample size of 226 participants to represent the population. Questionnaires were distributed to the participants who were chosen at random; the resulting data were analyzed with IBM SPSS version 20, and content analysis was utilized so that the information gleaned from interviews could be presented. According to the findings of the study, HR information systems have a beneficial effect on the performance of organizations.

Matimbwa & Masue (2019) conducted research on the usage of human resources information systems in Tanzanian public organizations as well as the challenges those systems present. In order to conduct an analysis of the information that was gathered for the purpose of advancing an argument regarding the efficiency of HRIS usage, the paper makes use of a systematic qualitative synthesis that is based on a nomothetic-based content analysis. According to our research, HRIS has proven to be beneficial to human resource management in Tanzania, particularly in the areas of recruitment and selection, updating and maintenance of employee data, generation of HR reports,

employees' deductions, direct deposit distributions, career planning, and training and development. We document five significant challenges associated with the utilization of HRIS, despite the relevance and promising contributions of HRIS to effective human resource management in the public sector. These challenges are as follows: (1) unstable financial capacity to acquire, update, and maintain the HRIS; (2) insufficient ICT and HRIS expertise among the HRM workforce; (3) insufficient coordination of government machinery in the performance of their statutory responsibilities; (4) unstable internet connectivity; and (five) a lack of a clear business case to justify the investment in HRIS.

2.5 Research Gap

The literature review has indicated that the utilization of Human Resource Information Systems is intended to be a straightforward process that enhances efficiency and productivity for users, including those in the field of human resources (Saxena & Sharma, 2017; Perera et al., 2018; and Walichioet *al.*, 2018). The reviewed studies also had different objectives, used different methodology, different contextual, mitigation strategies and variables. Theoretically, the proposed concept aligns with expectations; nonetheless, in practical application, it does not appear to hold true. The reports from CAG for the years 2019/20 and 2021/22 have highlighted deficiencies in the human resource sector within TANESCO, despite the utilization of HRIS. The concerns expressed prompt inquiries on the usability and efficacy of HRIS in the realm of HR functions. Gaining a comprehensive understanding of these problems can assist firms, like TANESCO, in optimizing the utilization of their HRIS. This optimization

can result in improved productivity and more efficient HR operations. That is the research gap that this study intends to fill.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter presents the overall methodology utilized in this study. This incorporates the research approach, design, study area and sampling processes, data collection methods and data analysis approach utilized. The chapter ends by discussing issues of trustworthiness, rigor and ethical considerations.

3.2 Research Approach

The study employed a qualitative research approach. A qualitative method, according to Mohajan (2018), provides for a more extended examination, including a deep understanding of the research problem. The rationale for the choice of a qualitative approach is to better comprehend human experience, knowledge, and skills. Qualitative research also enables a researcher to pose questions that are difficult to answer with figures. In addition, the objective of qualitative research is to extract as much information as possible from a sample that is relatively small. Qualitative research is considered to be a more flexible approach compared to quantitative research, since it allows to freely express their thoughts and opinions, hence generating valuable data (Mohajan, 2018).

The utilization of a qualitative methodology facilitated the researcher in acquiring comprehension regarding the underlying factors driving the adoption of HRIS, as well as the perspectives held by users and the obstacles encountered by HRIS users at TANESCO Ubungu Umeme Park. Ultimately, the utilization of the qualitative

methodology facilitated the acquisition of comprehensive understanding of the perspectives, incentives, and determinants of a particular cohort (namely, HRIS users), in contrast to the limited scope of insights provided by quantitative research (Creswell, 2015).

3.3 Research Design

According to Kothari (2019), research design may be defined as the systematic approach employed to gather and analyze data in a manner that aims to establish meaningful connections with the study objectives while ensuring efficiency in the overall process. The research employed a case study approach, which is characterized by its concentration on a single unit of analysis (Yin, 2003). This style allows the researcher to thoroughly investigate the study problem, as it provides ample opportunity for in-depth exploration (Yin, 2005). Consequently, the study primarily concentrated on a single unit of analysis (Creswell, 2015). The utilization of this particular design facilitated the examination of the interconnections among various elements, including phenomena, context, and individuals. Specifically, this study focused on TANESCO, the HR department, the implementation of HR functions, and the HRIS.

3.4 Research Paradigm.

A research paradigm refers as the collection of methods, approaches, assumptions, and beliefs that direct and shape the way research is conducted. It stands for the framework that guides research, affecting decisions about the questions to ask, the techniques to employ, and the interpretation and comprehension of the results. (Kivunja & Kuyini

2017). In this case, the qualitative research approach employs Interpretivism or Constructivism as the research paradigm. It focuses on comprehending and interpreting the subjective meanings and experiences of individuals or groups. This paradigm stresses the use of qualitative methods, multiple perspectives, and context to investigate intricate social phenomena (Antwi & Hamza 2015). This is demonstrated by the study's emphasis on examining user perceptions, motivational factors, and difficulties related to HRIS use at TANESCO Ubungo Umeme Park.

3.5 Area of the Study

The area of the study refers to the extent or size of the geographical area that the intended or expected study will cover (Kothari, 2004). This study was conducted at TANESCO Ubungo-Umeme Park, Dar es Salaam. The rationale for conducting a study at TANESCO Ubungo-Umeme Park is the fact that TANESCO uses a HRIS system in managing human resources since 2016, and the 2019/20 and 2021/22 CAG report has identified several flaws in the human resource function, particularly in the payroll system, including inadequate preparation and execution of training and inadequate preparation of succession plans. This makes TANESCO Ubungo-Umeme Park a valuable case study to investigate the motivation factors, user perceptions, and challenges encountered in HRIS usage. By studying TANESCO Ubungo-Umeme Park as a case study, valuable insights were gained on how to improve employee engagement, enhance system usability, and overcome potential obstacles in HRIS adoption.

3.6 Population of the Study

The term "population," as used by Kombo and Tromp (2006), refers to a comprehensive group of things or people who share particular characteristics, according to Creswell (2015). The study encompassed a population consisting of various individuals holding key positions within the organization, namely the Director of HRA, HR officers, HR managers, and IT workers. These officers were intentionally included in the study due to their role as users of HRIS, making them valuable sources of knowledge and expertise.

3.7 Sampling Technique

Sampling techniques refer to the methods used to select a sample from the population (Kumar *et al.*, 2019). Sampling techniques can be probability-based, involving the selection of participants based on statistical measures, or non-probability-based, involving the selection of participants based on study criteria (Creswell, 2015). Therefore, this study employed a non-probability sampling technique that selected participants based on the criteria for using HRIS. Thus, the study employed a purposive sampling technique, which was used to select human resources officers and IT specialists at TANESCO Ubungo Umeme Park.

A purposive sampling technique selects participants based on the fact that they have desirable characteristics that are directly relevant to the topic, like experience, expertise (provided the depth of information on the subject matter), skills, and knowledge that were needed by the study (Kothari, 2019). This approach allowed the researcher to select a smaller sample, a focused group of people who could provide

the necessary insights and information while saving time and resources. Purposive sampling also ensures representativeness by selecting people with different levels of experience and skills so that the study captures a range of perspectives within the targeted population

3.8 Sample Size

A sample refers to the elements of population which are selected for the purpose of the study (Kumar *et al.*, 2019). This study selected participants from the population of TANESCO Ubungo Umeme Park. Since the study adopted a qualitative approach, the sample size of the study was determined according to the principal of data saturation (Kothari, 2019). In this study, a total of 21 participants were involved, up to the point of data saturation. The included officers were from both the HR and the ICT departments of TANESCO Ubungo Umeme Park. Ultimately, the study consisted of a total of 21 participants, comprising of 1 Director of Human Resources and Administration (DHRA), 2 human resource managers, 16 human resource officers, and 2 information and communication technology (ICT) officers. These officers were purposefully included in the study because they are important sources of knowledge and expertise because they use and maintain the HRIS system.

3.9 Data Collection Methods

Two methods of data collection were employed in this study; namely interviews and focus group discussions.

3.9.1 Interviews

The study used interview for collecting primary qualitative data for the study. These are the set of questions which were prepared by the researcher on the gathering of data from the subject according to Kombo and Tromp (2006). In this method, an interview guide was prepared covering all the study objectives for the aim of answering research questions. The questions were structured based on each specific objective with open ended questions to allow for participants to provide more information on the study objectives. The interview method was chosen because it allowed for enough time during the interview to allow for an in-depth exploration of more information about the subject. Moreover, the tool makes participants feel free and comfortable to respond to the questions and keep interactive environment where they can have expressed their thoughts, opinions and experiences, Therefore, a total of 21 interviews were conducted.

3.9.2 Focus group discussion

A focus group discussion (FGD) is a method of gathering together people from similar backgrounds or experiences to discuss a specific topic of interest (Masuki *et al.*, 2010). In this study, the researcher accompanied a group of participants, facilitated by a moderator or group facilitator, and asked questions about user perceptions, motivation factors, and difficulties encountered when using HRIS at TANESCO Ubungu Umeme Park. Through (FGD) it helps the group to participate in a lively and natural discussion amongst themselves and allowing the participants to agree or disagree with each other, hence allowed to create a common understanding or knowledge about the specific matter. Total number of 16 (two group with 8 participants to each) HR Officers and IT

personnel participant were involved on focus group discussion basing on focus group discussion guides.

3.10 Data Analysis Techniques

The collected data was cleaned by removing unnecessary wording from the recorded interviews. The residual data was organized into prevalent themes and subthemes in alignment with the research goals. Thematic analysis was employed to examine the data in alignment with the underlying themes they encompass. Maguire and Delahunt (2017) propose that thematic analysis is a qualitative data analysis approach that entails scrutinizing a dataset and identifying recurring patterns in the underlying meaning of the data in order to extract thematic elements.

The process of reflexivity involves the active engagement of the researcher's subjective experience in the interpretation and understanding of the collected data. Thematic analysis was selected in this study because it has the advantages of providing a rich and detailed yet complex account of data (Braun & Clarke, 2006; King, 2004). The thematic analysis approach in this study made use of the six-step process introduced by (Braun & Clarke, 2006): familiarization, coding, generating themes, reviewing themes, defining and naming themes, and writing up.

3.11 Trustworthiness and Rigor

Rigor generally refers to the adherence to established criteria set by previous researchers, while trustworthiness implies that readers of the study should feel adequately informed and confident in both the methodology employed and the

conclusions drawn (Guba & Lincoln, 1989). To enhance the credibility and robustness of this investigation, two distinct data gathering procedures were employed in order to facilitate triangulation. Hence, the data obtained from interviews was cross-validated with the data obtained from focus group talks in order to ensure the reliability and credibility of the findings. Additionally, the researcher assured trustworthiness and rigor by employing transparency and effective communication strategies.

This involved explicitly conveying the aim, objectives, and significance of the research to the participants. It is imperative to effectively communicate to individuals the manner in which their data will be utilized and the underlying significance of such usage. The researcher demonstrated transparency by providing detailed information regarding the study methodology, the methods employed for data collection, and the intended approach for data analysis and reporting. Furthermore, the researcher ensured the appropriate presentation of data by transparently and accurately reporting the study's findings and conclusions, encompassing both positive and negative outcomes. The researcher refrained from engaging in data manipulation in order to conform to preexisting assumptions. The researcher also made efforts to address any potential biases by acknowledging the limitations and potential sources of error in the study.

3.12 Ethical Consideration

Various ethical issues were considered in conducting this study:

Research clearance letter was obtained from the Institute of social work was submitted to TANESCO Ubungo – Umeme Park in order to seek permission to conduct research.

Verbal and Written consent was obtained from participants before they are involved in data collection; and during the data collection exercise, high degree of freedom was exercised; the participants were not being forced to respond.

Apart from that confidentiality was observed in a sense that the responses provided by participants was kept and processed confidentially. In providing feedback, the researcher will share the final report of this study to TANESCO Ubungo Umeme Park for further actions.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS & DISCUSSION OF FINDINGS

4.1 Chapter Overview

This chapter presents research findings and discusses the results of the thematic analysis concerning the general and specific objectives of the study. The study generally investigated the motivation factors, user perceptions, and challenges encountered in HRIS usage at TANESCO Ubungo Umeme Park. Thus, the findings were analyzed in the context of key themes and sub-themes that reflect the specific objectives of the study.

4.2 Demographic Characteristics

Following the attainment of saturation, a total of 21 research projects were employed in this investigation. The sample consisted of 12 male participants and 9 female participants, resulting in a distribution that was nearly equal, with males accounting for 57.1% and females accounting for 42.9%. Regarding the distribution of age, a significant number of the research participants (28.6%) are within the age range of 26 to 45. Furthermore, substantial segments (33.3%) of the participants were between the ages of 36 and 45. This observation suggests that there is a wide range of ages among staff in the HR and IT departments who are actively engaged in the utilization of technology usage, in the performance of HR functions i.e. HRIS. A significant percentage of the participants (66.7%) had a bachelor's degree, although over one-third of them own an advanced academic degree.

The substantial proportion of individuals with a bachelor's degree indicates a notable level of educational attainment among the personnel of the HR and IT departments who were included in the study. This implies that a significant proportion of personnel in the HR and IT departments possess a high level of education, which consequently enables them to exert a considerable impact on their routine engagements with HRIS. The predominant proportion of participants, accounting for 57.1%, occupy middle-level roles within the HR Department, with senior-level posts following suit (refer to Table 1).

The observed distribution of participants suggests that there is a diverse range of jobs within the HR Department, which in turn may lead to a diverse range of viewpoints on the usage of HRIS. Furthermore, it is worth noting that a significant portion of human resources (HR) activities, particularly the utilization of HR information systems (HRIS), are predominantly carried out at the intermediate organizational level. Therefore, it is anticipated that middle-level workers within the HR Department possessed a comprehensive comprehension of HRIS and its usage, thereby assuming a pivotal role in facilitating the efficient deployment of HRIS inside the business.

Table 4.1 The Profile of Participants

Variable	Category	Frequency	Percentage
Sex	Male	12	57.1%
	Female	9	42.9%
	Total	21	100%
Age (Years)	18 – 25	2	9.5%
	26 – 35	6	28.6%
	36 – 45	7	33.3%
	46 – 55	4	19.0%
	56 and above	2	9.5%
	Total	21	100%
Education Level	Bachelor’s Degree	14	66.7%
	Master’s Degree and Above	7	33.7%
	Total	21	100%
Job Position	Entry Level	3	14.2%
	Middle Level	12	57.1%
	Senior Level	4	19.0%
	Management	2	9.5%
	Total	21	100%

Table 4.1 shows in summary, the descriptive analysis of the participant's profile in terms of sex, age, education level and job position. This information is valuable for understanding the diversity within the TANESCO HR Department and IT Department Staff, which is relevant for interpreting the study’s findings on the role of HRIS in HR function performance in Tanzania.

4.3:1 TANESCO: An Overview of HR functions, HRIS and HRIS use Motivation

According to the Electric Act of 2008, Tanzania Electric Supply Company Limited (TANESCO) is a state-owned utility company responsible for the generation, transmission, distribution, and sale of electricity in Tanzania. TANESCO was established by a Memorandum and Articles of Association incorporated on 26th November, 1931, which established Tanzania Electric Supply Company Limited (by

then Tanganyika Electric Supply Company Limited, TANESCO). Its formation was part of the Tanzanian government's efforts to centralize and modernize the electricity supply industry in the country. TANESCO's primary functions include the generation of electricity, transmission of electricity across the national grid, distribution of electricity to consumers, and sale of electricity to various categories of customers, including residential, commercial, industrial, and institutional users (National Energy Policy, 2015). However, TANESCO has different systems that are used for daily operations, like Service Delivery Management (SDM), the iScala system, GePG Gateway (TanGePG), the LUKU system, HRIS, and Company Forms Management System (CoyForms), but the HR department uses HRIS for recording, retrieval, updating, and storing employee information for the purpose of simplifying administrative work and making decisions while also saving cost and time at TANESCO (Mwakaje, 2015; Mosha & Kiowi, 2021).

The findings of the study indicate that the TANESCO HRIS system, situated at Ubungo Umeme Park, is utilized to efficiently oversee and facilitate the management of information related to a diverse workforce comprising 6740 permanent employees throughout the country. The major purpose of this repository is to store and utilize consolidated human resources (HR) data in order to efficiently manage HR tasks. This does not imply that TANESCO council, regional, and zonal offices do not utilize the HRIS system. However, it is important to note that significant decision-making pertaining to human resources within TANESCO is predominantly conducted in Ubungo Umeme Park. This centralized decision-making approach ensures streamlined and consistent HR practices across all TANESCO offices. Additionally, the utilization

of the HRIS system allows for real-time access to employee data, facilitating efficient HR processes such as recruitment, performance management, industrial relation, planning and training.

4.3.2 TANESCO HR functions

The study's results showed that all of the participants had a thorough understanding of the HRIS as well as their roles and responsibilities in different HR tasks, such as HR planning, hiring, training and development, managing pay and benefits, and evaluating employee performance. The individuals possess a comprehensive understanding of the intricate procedures associated with these responsibilities and exhibit a strong dedication to executing them proficiently, with the support of HRIS. Additionally, the research findings indicated that the participants acknowledged the significance of utilizing HRIS data to inform strategic decision-making processes and enhance the overall performance of the business. The authors recognized the promise of HRIS in optimizing administrative processes, improving the precision of data, and enabling the development of well-informed human resources plans.

In particular, the role of HRIS was detailed and discussed in relation to its role in **HR planning and recruitment**. Ninety percent (90%) of the research participants demonstrated a clear understanding of the importance of human resources planning, encompassing requirements assessment and recruitment planning, due to the utilization of HRIS data pertaining to personnel. It has also been recognized that HRIS is important for improving the hiring process by giving employers instant access to information about an employee's skills and qualifications. Furthermore, the HRIS was

perceived as a significant instrument for discerning deficiencies in talent inside the business and formulating focused recruitment plans to effectively tackle these deficiencies. The topic was thoroughly elucidated in a FGD:-

“HR Planning is one of the key roles which we as HR personnel implement. First and foremost, in HR planning, the key role is to determine the recruitment needs; another important function of the HR personnel is the recruitment of new staff; as HR personnel, we usually perform the recruitment process after knowing the need for recruits” (HR Personnel FGD, TANESCO Ubungo-Umeme, August 2023).

Research findings have also acknowledged and established the significance of using HRIS for **training and development objectives**. In particular, most people (about 95%) know they needed to use HRIS to plan and oversee training and development programs effectively. This encompasses both immediate undertakings, such as participating in training sessions and seminars, as well as more prolonged efforts, like securing study leave for various educational programs. This acknowledgement implies a comprehensive comprehension of the significance of technology in augmenting employee growth, further supported by the endorsement of a human resources manager highlighting the strategic value of HRIS in this area. Recognizing the importance of technology in fostering employee growth, TANESCO can prioritize the usage of HRIS to streamline and enhance various HR processes, which not only facilitates easy access to training resources but also enables efficient tracking and analysis of employee progress, leading to a more informed and effective talent development strategy. The issue was effectively elucidated during an interview.

"As HR Manager, we normally assess the need for training and development for the employees... We also arrange the implementation of short term and long-term training and development programs based on database from HRIS..."(HR

Manager Interview, TANESCO Ubungo-Umeme, August, 2023).

Compensation and benefits: the majority of the participants are aware of and responsible for initiating and processing various claims, such as allowances like housing, transport, transfer or acting allowances, and retirement benefits. They are aware of the allowances and retirement benefits provided by their organization and are actively involved in the initiation and processing of these claims, such as salary inquiries, retirement claims, and demand for training, promotions, or demotions. In addition to managing claims, participants also reported that they played a crucial role in ensuring compliance with compensation policies and procedures. Furthermore, they actively engage with employees to address their concerns and provide guidance on navigating the compensation structure effectively. This was further expressed during FGD:-

“As HR officers, we normally prepare and process employees’ claims. Different employees’ claims such as transport, transfer, housing or acting allowances and retirement benefits are initiated by the HR personnel...” (HR Personnel FGD, TANESCO Ubungo-Umeme, August, 2023).

Regarding **evaluating employee performance**, it is worth mentioning that the vast majority of participants, especially those in middle and senior positions, have a good understanding of how human resources work when it comes to evaluating employee performance. Human resources officers and managers have reported consistently carrying out performance management and assessment activities, which comprise evaluating employees' performance in relation to their established objectives. This suggests that the business has a systematic method for evaluating the extent to which individuals are meeting the designated objectives or performance standards established for their respective positions, which is crucial for ensuring that employees are aligned

with the overall goals of the organization. Regular assessment of employee performance in businesses has the potential to identify areas for improvement, provide constructive feedback, make informed decisions regarding promotions, training opportunities, or even terminations if necessary, or identify high-performing individuals who may be eligible for rewards or recognition, further motivating and incentivizing employees to excel in their roles (Mani, 2002). This was elaborated in an interview: -

“As HR officers, we normally perform performance management and appraisal for other employees. Therefore, we measure the performance of each employee based on the objectives stated at the start of each year; As HR personnel, we normally have to manage and appraise the performance of employees to establish their levels of performance. This is normally done daily despite the report may be prepared semiannually and annually” (HR Officers Interview, TANESCO Ubungo-Umeme, August, 2023).

Industrial Relation, the findings of the study demonstrated that the application of HRIS in industrial relations has also been validated and established. Approximately 85% of the participants were expected to use HRIS to check the employees' prior records for any disciplinary actions because the records were stored in the system. In addition, HRIS supplied vital details like the worker's entire name, employment history, job number, title, and so forth in case they were disciplined. This illustrates how it supports HR professionals in making decisions that have an impact on workers. This was elaborated in an interview: -

“As HR officers, we handle labor relations. As a result, we obtain the necessary employee data from HRIS. Since disciplinary issues involving employees are recorded in the HRIS by HR staff, decisions must first be verified by the system.” (HR Officers Interview, TANESCO Ubungo-Umeme, August, 2023).

When participants were enquired about their thoughts on factors affecting the implementation of human resource function at TANESCO Ubungo Umeme Park, the main things that came up were not having enough resources, poor ICT infrastructure, and not being able to get to employees' information easily. A large majority of the participants (86%) said that old and inadequate computer systems make it hard to do human resources (HR) tasks effectively. The results of the study revealed that the issue of resource availability, specifically in relation to computers, is of significant importance. A significant number of employees face the challenge of inadequate access to contemporary computer systems, resulting in a portion of them resorting to utilizing personal gadgets for work purposes. The presence of this resource limitation has a significant impact on the timely execution of human resources management functions. This was well elaborated in an interview: -

“Inadequate resources are a challenge in implementing the HR functions; the majority of the HR personnel use their resources such as computers to implement their duties and responsibilities. However, others do not have personal computers and therefore they use the available outdated computers affecting the timely implementation of their duties and responsibilities” (HR Personnel Interview, TANESCO Ubungo- Umeme Park, August, 2023).

The implementation of human resource functions at TANESCO Ubungo Umeme Park was also found to be adversely impacted by inadequate ICT infrastructure. Specifically, there were reports regarding network troubles and the presence of antiquated computer systems. The observed shortcomings in the information and communication technology (ICT) infrastructure have been shown to have an impact on the implementation of human resources (HR) functions, particularly due to the department's reliance on the utilization of HR information systems (HRIS). This

phenomenon was found to be a contributing factor in the delays experienced during the deployment of HR functions, consequently impacting the decision-making process and decreasing efficiency and productivity within the department. This was remarked during a focus group discussion;

"We have poor ICT infrastructure which hinders the implementation of the HR functions. There are outdated and old computers; also, the network infrastructure is poor for supporting the timely implementation of the HR functions. We have outdated tools such as desktop computers which are very slow and they fail to process employee's information on a timely basis; Therefore, this affects the efficiency of the human resource functions" (HR Personnel FGD, TANESCO Ubungo-Umeme, August 2023).

Challenges in accessing complete and accurate employee information through the existing HRIS were reported to also affect the implementation of HR functions. In particular, incomplete data in the system means that more work has to be done to get information from different sources, such as hard copy files. This slows down the implementation of HR functions and could cause mistakes or inconsistencies in employee records. Using multiple sources to find information also raises the risk of losing or misplacing data, which makes the process of implementing the HR function even more difficult. Thus, the overall significance of HRIS becomes a subject of inquiry. This was well explained in an interview:-

"There is difficulty in accessing information from the HRIS since there is some missing information in the system. Therefore, to be able to implement the HR functions, one needs to look for information from different sources such as the hard copy files."(HR Manager Interview, TANESCO Ubungo-Umeme Park, August, 2023).

This study finding presents differing standpoints from the studies by Ngulugulu *et al.*, (2023) and Mjomba and Oyagi (2021) regarding the impact of HRIS. Ngulugulu *et al.*,

(2023) indicate that HRIS improves HR function performance, Mjomba & Oyagi (2021) suggested that HRIS has a favorable impact on organizational performance. Also, their analyses suggested that the impact of HRIS on HR and organizational performance is a multifaceted issue. It may be influenced by various variables including the specific goals of HRIS implementation and the organization's readiness for technology adoption.

A noteworthy point to take from this is that HR functions at TANESCO are systemically dependent upon effective HRIS (technology). Therefore, when there is an inadequacy in a system or HRIS-related equipment, the credibility or performance of HR functions becomes questionable or difficult. This implies that HR functions are dependent on the performance of the HRIS system. The two cannot be separated. Without a reliable HRIS system, HR functions at TANESCO may face challenges in managing employee data, recruitment processes, and performance evaluations.

Additionally, the integration of HRIS technology allows for more efficient and accurate decision-making within the HR department, leading to improved overall organizational performance. This aligns well with the TTF theory; since the fitness of the HRIS indicates the fitness of the HR function itself. Therefore, HRIS at TANESCO is the tools for HR function implementation; without which no functionality can be reported. Effective usage of HRIS offers cost savings, time efficiency, accurate employee information, facilitation of decision-making processes, and enhanced performance of HR functions, ultimately resulting in improved organizational performance (cited). Consequently, the HR department demonstrates its reliance on

HRIS for the execution of HR functions. This supports the assertion made by Kumar & Parumasur (2013) aligns with the notion that the use of HRIS is associated with enhanced efficacy in HR operations.

4.3.3 TANESCO HRIS & Motivation for HRIS Utilization

The findings of this study show that since July 2016, the TANESCO HR department has received incentives to incorporate HRIS into their routine operations. This was reported to be a result of the benefits that come with HRIS, including saving time and effort on HR tasks, making sure that HR information and documents are filled out correctly, making it easy to keep records, guaranteeing data security, and protecting privacy when exchanging departmental reports. Moreover, it has also facilitated better decision-making by providing real-time access to relevant HR data and analytics, enabling the HR department to make informed strategic decisions for the organization.

4.3.3.1 Dominance of Technology in HR Function Implementation

The study's results showed that technology is an important part of HR functions, with most HR tasks being done using computer systems and tools. 98% of the participants emphasized that technology has become integral to HR function implementation, reducing the reliance on paperwork. The shift towards digitalization has also allowed HR professionals to focus more on strategic initiatives and employee development than administrative tasks. Also, they remarked that computers and systems are the primary means through which HR functions are executed, as noted.

"The majority of HR functions are implemented by using technological systems and tools; the use of paperwork is minimal and the use of technology through the human resources management systems is high" (HR Officers Interview, TANESCO Ubungo-Umeme, August, 2023).

Likewise, another interview participant remarked that:

"The modern way of managing human resource is through the use of computerized systems such as HRIS; therefore, if the system works properly, technology improves the implementation of the HR function" (HR Managers Interview, TANESCO Ubungo-Umeme, August 2023).

The present findings demonstrate that the utilization of technology contributes to the enhancement of organizational performance through the improvement of HR procedures. This finding aligns with the conclusions drawn by Alomari (2019) and Kumar & Parumasur (2013) in their respective research studies. This study highlights the favorable impact of technology on the implementation of HR functions, motivation to utilize HRIS, and organizational performance.

The advantages of technology in improving HR processes and overall efficiency surpass any drawbacks or constraints, resulting in its persistent and extensive utilization within TANESCO. The conceptual benefits associated with the HRIS system, which include time savings, task simplification, and accelerated task completion, serve as the motivation for HRIS adoption. This not only allows HR professionals to focus on more strategic initiatives but also improves overall efficiency and productivity within the company. Additionally, the automation provided by an HRIS system helps minimize errors and ensures data accuracy, leading to better decision-making and improved employee satisfaction.

This finding demonstrates that HR officers and managers bear the responsibility of optimizing the performance of the HR Department in accordance with organizational standards, specifically in relation to the HRIS. Additionally, the results indicate a positive correlation between the utilization of HRIS and the enhancement of HR function efficacy, ultimately resulting in improved overall organizational performance. The utilization of technology in HR functions by HRIS users is driven by motivation, which is substantiated by the task-technology fit theory.

The TTF theory posits that the perceived utility of technology plays a pivotal role in its adoption. Within the context of this research, it was found that a significant majority of the participants, specifically 98%, expressed a strong emphasis on the integration of technology in the implementation of human resources (HR) functions. The aforementioned substantial percentage indicates that human resources professionals hold a strong perception of technology's high use within their respective roles. The utilization of technology is regarded as diminishing the dependence on physical documents, optimizing procedures, and augmenting effectiveness, all of which are in accordance with the notion of perceived usefulness in the TTF.

Although the study does not specifically address the usability of the technology, it does emphasize the need for training and personal growth. The necessity for training implies that human resources professionals may face difficulties in utilizing technology, aligning with the principles of task-technology fit theory. According to the hypothesis, an important determinant of technology adoption is the perceived simplicity of use. Furthermore, it is noteworthy that a significant majority of the participants, specifically

99%, place considerable emphasis on the necessity of training. This observation is in line with the theory's proposition that training can serve as a means to bridge the disparity between perceived utility and ease of use. Furthermore, the TTF theory also recognizes the perpetual evolution of technology. The study highlights the dynamic nature of technology, which continually evolves to enhance HR operations. This is consistent with the concept that technology undergoes evolution, and individuals must remain informed about these advancements in order to see them as valuable and applicable. The TTF theory's interacting aspects align with the principles of continuous learning and adaptation to technological improvements.

In summary, the results of the study provide empirical evidence that aligns with the underlying assumptions and components of the TTF. The HR experts at TANESCO Ubungu-Umeme Park hold a positive perception of technology's significant utility in their HR duties. However, they also recognize the necessity of training and personal development to enhance the accessibility of technology and stay abreast of technological changes. The positive association between the perceived utility, convenience of use, and significance of training aligns with the fundamental principles of TTF theory within the realm of human resources technology implementation. Furthermore, the assertion made by Kumar & Parumasur (2013) aligns with their research findings, which indicate that the adoption HRIS results in enhanced HR function effectiveness. Furthermore, the results are consistent with the research conducted by Ngulugulu *et al.*, (2023), which demonstrated that effective businesses effectively administer their human resources functions and processes through the utilization of HRIS.

Moreover, the extensive utilization of technology in the implementation of HR functions is perceived to have a favorable influence on the motivation to utilize HRIS. The results of the study indicate that the use of technology has a beneficial impact on the implementation of HR operations, resulting in a heightened incentive to employ HRIS, notwithstanding their limitations.

4.4 TANESCO HRIS User Perception

The finding of the study demonstrated that, despite the difficulties they have encountered, HRIS users have a positive perception of the system and are willing to stick with it because it helps them carry out their HR functions.

4.4:1 Comprehensive Understanding of HRIS

A significant proportion of the participants (85%) exhibited a thorough comprehension of HRIS as a type of information system. Human resources officers and managers have recognized that a human resource information system is responsible for the storage and management of several components pertaining to an employee's lifecycle. These components encompass the commencement of employment, historical records of salary, promotions, educational background, certifications, and details regarding beneficiaries. The HRIS is well recognized as a critical instrument for the management and processing of vital human resources data pertaining to TANESCO employees. The participants in the study also regarded HRIS as a system for managing employee information, serving as a comprehensive database that captures an employee's employment start date and tracks their professional trajectory throughout their tenure at the firm. This was further elucidated in an interview:

“I understand that HRIS is an information system for the HR functions. It is a system which stores and keeps the employee’s information from the date of employment and anything which has happened in the course of employment including salary history, promotions, beneficiaries, education history and certificates and others to mention a few....” (HR Personnel Interview, TANESCO Ubungo-Umeme Park, August, 2023)

Furthermore, the results showed that while most of the participants had a good understanding of HRIS, there was a small group that only knew how it stored data and wasn't aware of how it could be used for HR management. This can be explained in relation to one's role in the HRIS function. Those with limited functionality in the system are unaware of the other functions of the HRIS and its usefulness. This explains why one interviewee reported that:

“I know that HRIS is a system which only stores employee’s information” (HR Personnel Interview, TANESCO Ubungo-Umeme Park, August, 2023).

The implication of these findings suggests an existence of a knowledge gap among some participants; the knowledge gap can be explained with suboptimal utilization of HRIS within the organization in relation to their functions and authority within the HRIS. This indicates a need for further education and training to ensure that all employees fully understand the system's capabilities and potential benefits. The understanding of HRIS is vital in HR function as evident in the findings of this study. Bridging this knowledge gap and ensuring that all employees understand the full potential of HRIS is crucial for effective HR management within TANESCO and other organizations in Tanzania. Moreover, these findings can be compared to the findings of the studies by Kumar & Parumasur (2013) & Ngulugulu *et al.*, (2023) who reported

a limited understanding of HRIS among employees and prompted the importance of gaining a deeper understanding of employees' perceptions and knowledge of HRIS.

4.4.2 Perceived Usefulness of HRIS in Performing HR Functions

Regarding perceived utility, the findings of this study indicate that the majority of the participants (95%) perceive HRIS responsibilities and generating report that are crucial for informing decisions regarding training, promotions, and individual development. Furthermore, their response indicated the efficiency of HRIS in reducing manual efforts and enhancing the overall productivity of HR operations. The majority of these participants argued that:

"Despite its weaknesses, the HRIS is very useful in the implementation of HR functions. Therefore, once improved and all the information is available in the system; the system will be very useful in the functions such as promotion of employees and processing of employees claims" (HR Personnel FGD, TANESCO Ubungo-Umeme, August, 2023).

While the majority of participants perceive HRIS as a valuable tool for HR functions, there is a minority that finds it less useful due to ongoing reliance on paper-based processes and access issues. A few participants about 5% pointed out that there is limited access to certain information through HRIS and the continued reliance on hardcopy files contributes to their perception of its limited usefulness. This was captured in FGD when they argued that;

"We think the system is not useful enough, some of the functions are still performed through paperwork. Some of the information cannot be accessed through HRIS unless you go through the hard files". (HR Personnel FGD, TANESCO Ubungo-Umeme, August, 2023).

The results of this study emphasized the strategic importance of HRIS in facilitating data-driven decision-making. The findings acknowledge that HRIS is not without weaknesses, thus, there is recognition that HRIS can become even more beneficial if it is improved and if all relevant information is made available within the system. The acknowledgement of HRIS weaknesses and the potential for improvement call attention to the dynamic nature of technology in HR operations and the need for continuous enhancement to maximize its utility. The provided thematic analysis of this study aligns with the results reported by Mwaipyana (2020) and Nthiga & Nyangau (2021) regarding the positive perception of HRIS and other systems in the context of daily HR functions. Moreover, their studies concluded that users' perception of usefulness and benefit is crucial for the successful implementation and ongoing utilization of the system.

4.4.3 Willingness to Continue Using HRIS

On the issue of willingness to continue using HRIS and the factors influencing their willingness, including perceived flaws and the potential for improvement, the majority's willingness to continue using HRIS is high, as most of the participants (92%) expressed a positive attitude towards HRIS and stated their intention to continue using it for their daily HR duties and responsibilities; however, they recognized HRIS flaws, which limit its full potential. Some of these participants (almost 30%) set the conditions under which they are willing to use HRIS, stating that HRIS needs enhancements before they fully accept it. This subset of participants was quoted as saying,

"I am willing to continue using HRIS in my daily HR duties and responsibilities. Even though the system has some weaknesses, it is still helpful in the implementation of the HR functions..."

and another respondent insisted that;

"My willingness to continue using HRIS will depend on its improvements. Therefore, it has to be improved first..." (HR Personnel Interview, TANESCO Ubungo- Umeme Park, August, 2023).

Additionally, HR officials provided insights on their willingness to continue using HRIS during the FGD. Their willingness to continue using the system reflects a commitment to technology, provided that it can meet their needs and expectations, thus emphasizing the importance of a complete and reliable database of employee information for HR functions. This was from them expressing that:

"The system should continue being used in the implementation of the HR functions. However, it has to be improved to be more useful. All the required employees information should be captured in the system for easy accessibility since as of now there are missing information and attachments..." (HR Personnel FGD, TANESCO Ubungo Umeme Park, August, 2023).

The participants who express a willingness based on improvements suggest that they see room for development and optimization. While the majority expresses a positive attitude toward HRIS, acknowledging its weaknesses, some are conditional in their willingness, emphasizing the importance of system improvement. Thus, this analysis paves the way for the need to address HRIS weaknesses and continuously strive to enhance HRIS to meet users' needs and expectations, which is the winning aspect of HR functions. The findings of this study are similar to those of Mwaipyana (2020), who concluded that the majority of employees had a favorable perception of the

system. However, the results of the few participants who doubted their willingness are comparable to the results by Kanake & Onyiego (2016), who found employees, gave the HRIS a negative response due to the difficulties they encountered in the utilization of HRIS and hence resisted moving from manual to automated systems.

4.4.4 HRIS satisfaction with the overall performance

In terms of aspect HRIS that the participant indicated dissatisfaction with the overall performance of the HR function within TANESCO. The findings point out this is due to the state of the HR function, and flaws in the implementation that encompass various aspects, including timeliness and effectiveness in carrying out essential HR functions. About 50% of the participants identified the lack of timely implementation of key HR functions in various areas such as recruitment, information and processing of employment claims. Additionally, 14 participants attributed the unsatisfactory performance of the HR function to resource limitations that enable to access the system (HRIS). Specifically, they point out that there is a shortage of essential resources such as computers, networks and office equipment. These resources are considered crucial for the efficient execution of HR duties. These participants expressed a clear sense of resource constraints in an interview as explained below:-

"The performance of the HR function is not good as it is unsatisfactory. Therefore, we are not satisfied with the performance of the HR function as a result of many factors such as resources. As human resources personnel, we don't have enough resources such as computers, networks and other office equipment to perform our duties on time" (HR Personnel Interview, TANESCO Ubungu- Umeme Park, August, 2023).

The participants insisted that the unsatisfactory performance of the HR function is attributed by the low performance of the HRIS, including its ability to accurately

capture and maintain key employee information; as it was evidenced by the argument from one participant saying;

“I can say the performance of the HR function is not satisfactory. There are delays in the decision making and implementation of the HR function because of the flaws in the human resources information system. The system misses some key and important employees’ information. Also, the system has some incorrect information about employees thus, bringing unnecessary delays.....” (HR Personnel Interview, TANESCO Ubungo-Umeme Park, August, 2023).

An important issue to note at this juncture is that the implication of study findings suggests that technology is a solution to address the unsatisfactory HR function performance within the organization. The dissatisfaction noted is not linked with the system itself rather the issues linked people working with HRIS; either in relation to lack of proper understanding of the system (in relation to sub-optimal and delay in use), and limited or lack of tools (network or computers) necessary for functioning of HRIS. In the end the in-productivity of HRIS is linked on the weakness to the human aspect and not the technology itself. This is similar to Alomari (2019) who noted that, the productivity and performance of organizations, as well as the efficacy and efficiency of business processes, can all be improved by utilizing these technologies.

4.4.5 HRIS performance and Recommendations for Improvement

In relation to participant perceptions of HRIS performance, the findings revealed that participants perceive HRIS performance as fair; they also indicated that the system's effectiveness varies depending on the department within the organization. The study findings highlighted that participants have high expectations of HRIS as a computer

system and anticipate that HRIS should be perfect and self-sufficient in providing all necessary employee information. One of the HR Managers remarked;

"In my part, I think the HRIS performance is fair. My task is just to feed the information into the system and I find it performing fairly despite the available challenges..." (HR Manager Interview, TANESCO Ubungo-Umeme, August 2023).

However, the participants who provided the dissatisfaction opinion commented that

"The system is not much reliable since there are missing key information as well as important attachments such as education certificates for employees making it difficult to implement the key HR functions such as promotion...." (HR Personnel FGD, TANESCO Ubungo-Umeme Park, August, 2023)

Also, a lot of the people who participated (85%) had ideas for how Human Resource Information Systems (HRIS) could be used in different kinds of organizations. These recommendations encompassed a range of viewpoints, encompassing both favorable and unfavorable assessments. The principal subject of the study suggests a favorable endorsement for the adoption of HRIS in other organizations, asserting its potential to yield benefits for these entities. The utilization of HRIS is also advocated as a valuable instrument for the effective implementation of HR activities across various contexts. This was evidenced by the HR officers during the FGD

"We agree that the system has its weaknesses, however, it has more advantages than disadvantages. Therefore, based on that we can recommend other organizations to use the system...." (HR Personnel FGD, TANESCO Ubungo –Umeme Park, August, 2023).

On the other hand, the participants see the potential in HRIS, but they stress the importance of making the system more useful and effective before recommending it to others, as the HR officer expressed

"Once the information system is perfect then I can recommend HRIS to other organizations; It has to be improved for it to be more useful to others" (HR Personnel Interview, TANESCO Ubungo- Umeme Park, August, 2023).

Also, the contrasting side consisted of participants who were not willing to recommend HRIS for use in other organizations. They expressed reservations about recommending HRIS, primarily due to its perceived flaws and limitations. The study findings reveal a range of perspectives on HRIS performance, from dissatisfaction with perceived weaknesses and inefficiencies to a more favorable assessment of fair performance in specific settings and situations. These findings are comparable to those obtained by Matimbwa et al. (2020), who argued that even though HRIS faces its own set of shortcomings, the system is nevertheless effective in the process of putting HR procedures into practice in Tanzania's LGAs.

Furthermore; this study shows a balance between those who are willing to recommend HRIS and those who are not. While the majority expresses a positive recommendation, a minority is more cautious and hesitant, citing the need for system improvements. Also, the study reveals a range of perspectives regarding the recommendation of HRIS for use in other organizations. While some participants are willing to recommend HRIS's use despite its weaknesses, others are more cautious and encourage the need for system improvements before recommending it to external organizations. Therefore, this study underlines the importance of addressing HRIS limitations to increase its acceptability and effectiveness for broader adoption and usage.

4.5 Challenges in HRIS Usage

Human Resources Information System play a pivotal role in the success of any organization. They are responsible for managing an organization's most valuable asset-its people. However, the implementation of HR functions is not without its challenges. These challenges can significantly impact the effectiveness and efficiency of HR operations. In HR functions encompass a wide range of activities; including recruitment, training and development, performance management, compensation and benefit administration, employee relations, and compliance with labor laws and regulations.

4.5.1 Accessibility challenges of HRIS in implementing HR functions

The majority of the participants, about 60%, noted that HRIS is accessible, though not always fully accessible. The primary reason for limited accessibility appears to be network problems. When a network experiences issues, it disrupts access to HRIS, preventing HR personnel from performing essential functions. Also, the findings indicated that the Information and Communication Technology Team plays a crucial role in addressing network-related challenges. The IT department noted that they are actively involved in resolving issues to ensure that HRIS remains accessible. One of the interviewed IT personnel expressed that:

“There are frequent challenges on the accessibility of the system, however, whenever that happens, we work on our level best to retrieve the network so that the system can be functioning...” (IT Personnel Interview, TANESCO Ubungo-Umeme, August, 2023).

Furthermore, despite the efforts done by IT personnel to enhance the functionality of HRIS, few participants reported challenges faced when using the system in performing the HR functions. One HR officer expressed that

“There are times when we cannot access the system due to network problems. There are times where we stay for two or three days without accessing the system. This limits the system effectiveness and therefore limiting the performance of the HR functions...” (HR Personnel Interview, TANESCO Ubungo-Umeme, August, 2023).

Based on the results, this study suggests that organizations can make sure their HR processes run smoothly by dealing with problems and making sure HRIS is available and reliable. This can be achieved through: network stability by investing in improving network infrastructure; redundancy and backup by implementing redundancy and backup systems to ensure that HRIS remains accessible even during network outages; Employee training and collaboration by training HR personnel to handle HRIS-related issues and encouraging collaboration between HR and ICT teams to establish clear communication channels for reporting accessibility problems; Regular maintenance involves conducting updates to the HRIS system to prevent technical malfunctions that may affect accessibility. This is in connection with Matimbwa & Masue (2019), who noted that one of the challenges of HRIS is its accessibility. Also, Hanif (2017) indicated that there are challenges in the accessibility of HRIS. As a result, they suggested the need for research-based solutions to address these accessibility challenges to optimize HRIS functionality and enhance HR operations within organizations.

4.5.2 Competence of Staff in using HRIS

The study findings indicated the variability in staff competence when it comes to using HRIS; while the majority of the participants about 85% consider themselves competent, there are still some of them who lack the necessary skills to fully utilize the HRIS system. Another observation from the study is that competence is inadequate even after training and development programs have been provided. Despite the availability of training initiatives, there are still HR personnel who struggle to acquire the required skills to effectively use HRIS. This is also validated by one HR manager who expressed that;

“Even though a majority of the Staff is conversant with HRIS, there are still few others who get a challenge on the effective use of the system resulting into mistakes...” (HR Manager Interview, TANESCO Ubungo-Umeme, August, 2023).

Also, this study finding indicates that mistakes resulting from the incompetence of some HRIS users are a significant concern. These mistakes not only affect data integrity but also have potential implications for decision-making and HR functions. It was further noted that the incompetence of the available staff leads to feeding the wrong information into the system. One of the interviewed participants commented;

“There are some of the HRIS users who are not competent enough to use the system; that is why the system has some incomplete information because incompetent staffs filled in the information...” (HR Personnel Interview TANESCO Ubungo-Umeme, August, 2023).

This study finds that despite training efforts, some staff still face challenges and make mistakes that impact data quality and overall HRIS effectiveness. Thus, recognizing and addressing these competence gaps is crucial for maintaining the integrity and functionality of the HRIS system. This is also in line with the

results from Matimbwa & Masue (2019). Beadles *et al.*, (2005) found that the majority of HRIS users face the challenge of incompetent staff and hence fail to take advantage of the full potential of HRIS. Therefore, it underlines the importance of continuous learning and development for HR personnel to maximize the benefits of HRIS.

4.5.3 ICT Infrastructure &Utilization of HRIS for HR functions.

The majority of participants in this research study almost 70% highlighted that the presence of old and obsolete computers is a significant issue. These outdated computers are unable to process information quickly, which can result in delays in HR functions. Another issue was the problems with the availability of the network, which can disrupt HR operations. Additionally, the study findings indicated that ICT personnel are working hard to address this infrastructure issue. Their dedication to fixing network problems is commendable. However, a more proactive approach should be considered to prevent network issues from arising in the first place. One of the interviewed IT personnel expressed:

"It's true that there are problems in the network availability which hinders the HRIS users to use the system. However, we have been responding as quickly as possible to address the problem whenever it happens." (IT Personnel Interview, TANESCO Ubungo-Umeme, August, 2023).

Apart from that it was noted that there are problems in the availability of network when using the system in a sense that there are times when the network is not available and the system cannot be used. One respondent insisted that;

“For the system to operate properly, it needs modern and properly working ICT infrastructure. However, we have old and outdated computers which sometimes are too slow in processing information resulting in delays in the implementation of HR functions....” (HR Personnel Interview TANESCO Ubungo-Umeme, August, 2023).

The study argues that to address the mentioned problems, it's essential to consider upgrading or replacing these computers with modern ones that can handle the demands of the HRIS. To improve network availability, you may need to invest in network infrastructure upgrades, including better routers, switches, and possibly redundant connections to ensure reliability. Also, to allocate budget and resources to upgrade the ICT infrastructure, replace old computers with newer, faster models, and invest in modern networking equipment which improves overall system performance and reliability. By addressing these issues and taking proactive steps to improve your ICT infrastructure, you can ensure that your HRIS operates smoothly and efficiently, ultimately benefiting HR functions and the organization as a whole.

4.5.4 The influence of ICT personnel on the effective use of HRIS

The study indicated that the availability of ICT personnel can impact HRIS usage, more than 50% of the participants argued that when ICT personnel are readily available, they solve the HRIS technical problems ensuring that the HRIS remains functional and responsive. The participants also explained that ICT personnel are crucial for system optimization; as HRIS systems often require updates, customizations, and optimizations to meet the evolving needs of TANESCO. A shortage of ICT personnel can lead to delays in implementing necessary system improvements. Further findings revealed that sometimes it might take up to three days

for the ICT officers to show up and address the problem. One of the interviewed participants remarked;

“The ICT personnel normally help to address the challenges such as network challenge when using HRIS. However, since they are few they are sometimes overloaded with work and they respond late. This makes the system down and can’t be used for any HR function....” (HR Personnel Interview TANESCO Ubungo-Umeme, August, 2023).

They also indicated that delayed issue resolution due to insufficient ICT personnel can lead to the postponement of HR functions that depend on the HRIS. This can disrupt HR processes; and affect employee management, payroll, and other critical functions that work through and depend on HRIS. One of the interviewed ICT personnel said;

“Yes, the office doesn’t have enough ICT personnel compared to the amount of work to be done. Therefore, we are sometimes overloaded with work to the extent that we fail to address the challenges on time....” (ICT Personnel Interview, TANESCO Ubungo-Umeme, August, 2023).

In a nutshell, the study findings suggest that the availability of ICT personnel is crucial for the effective utilization of HRIS. Adequate staffing ensures that technical issues are promptly addressed, system optimization occurs, and HR functions can be carried out efficiently. Conversely, a shortage of ICT personnel can lead to delays, decrease productivity, and hinder the overall success of HRIS implementation. Organizations should consider staffing levels carefully to ensure HRIS functions optimally and supports HR processes effectively. This is supported by the findings of Matimbwa and Masue (2019), who concluded that the availability of ICT personnel is crucial for implementing technology systems such as HRIS for the daily maintenance of the system. Similarly, it was noted in their study that inadequate ICT staff is a challenge for the implementation of HRIS.

4.5.5 Suggested measures to address challenges related to the use of HRIS in performing HR functions.

The findings have also revealed that measure that can be used to address challenges related to the use of HRIS in performing HR functions include staff training and development, improvement of ICT infrastructures, and recruitment of HR Personnel. To start with staff training and development, the emphasis of staff training and development was linked with enhance employee competence in technology, such as HRIS. This was further elaborated in a focus group discussion:-

“We have staff trainings and development programmes. However, they are still not enough since there are still some staffs that are incompetent particularly on the use of technology such as HRIS. Therefore, more trainings and development programmes will help to address such challenge....” (HR Personnel FGD, TANESCO Ubungo – Umeme Park, August, 2023).

The improvement of ICT infrastructure was considered to be a measure that focuses on the need to enhance the ICT infrastructure to improve HRIS effectiveness and usage in TANESCO and even in other organizations. The participants suggested that an improved ICT infrastructure by procuring modern computers and improved network equipment will enhance the efficiency of HRIS performance. The findings further suggest that the current ICT infrastructure which has problems and recommends the purchase of modern computers and the maintenance of network equipment. One participant further clarified: -

“ICT infrastructure should be improved. We need modern computers which will be useful in implementing HR functions through HRIS. The modern computers will be fast and timely. Also, laptops will be helpful in the sense that they are mobile and therefore one can work from anywhere....” (HR Manager Interview, TANESCO Ubungo-Umeme Park, August, 2023).

Lastly, the recruitment of ICT personnel was also highlighted as a solution to the challenge linked with the shortage of ICT personnel in addressing HRIS-related tasks. They complained that the existing ICT staff is overloaded with work, leading to delays in resolving HRIS challenges. To alleviate the problems, they proposed the recruitment of at least three more ICT personnel to help manage the ICT functions and address HRIS challenges on time. One of the respondents advised that:-

“The ICT staffs are overloaded; therefore, we need more of them so that they can be implementing their functions on a timely manner. Currently, it takes time to address the challenges because the ICT personnel are few...” (HR Personnel FGD, TANESCO Ubungo –Umeme Park, August, 2023).

In conclusion, these measures collectively aim to enhance employee skills, upgrade technology resources, and alleviate the workload on existing ICT staff to ensure the effective and efficient use of HRIS within the organization. This aligns with the results of Ngulugulu *et al.*, (2023), who argued that having skilled and capable employees is essential for the successful implementation and management of HRIS. Thus, competent staffs are needed to handle the technical aspects, data management, and user support required for HRIS to function optimally. Moreover, the suggestions are in line with Mjomba and Oyagi (2021), who emphasized that without proper ICT infrastructure, HRIS may face challenges and argued the importance of having modern computers, network equipment, and other technological resources to support HRIS operations. Furthermore, the provided measures align with the TTF theory, which advocates that modern ICT tools and competent staff are pillars for the smooth implementation of technology in the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Chapter Overview

This chapter starts by presenting the summary of the study, followed by the conclusion of the study, and then the recommendations on what should be done to ensure the HRIS plays a significant role in HR function performance in TANESCO Ubungo Umeme Park. Lastly, it presents the areas for further studies that provide a better foundation for other studies.

5.2 Summary of the Study

The study aimed at investigating the motivation factors, user perceptions, and challenges encountered in HRIS usage at TANESCO Ubungo Umeme Park. In summary, the study's background provided an overview of the significance of efficient human resource management (HRM) for both global and local businesses and the rise of HRM's popularity since the 1980s. It also emphasized the significance of technology in HRM, particularly the use of Human Resource Information Systems to improve efficiency, decision-making, and overall performance of the company.

The statement of the problem discussed the deficiencies in HRM in the Tanzanian public sector and the government's efforts to improve it through the use of HRIS. Despite these efforts, inadequacies persist, particularly in payroll and training. This has raised concerns regarding the usability and perceptions of HRIS by users and the obstacles they face. The objectives of the study were to investigate the motivation factors, user perceptions, and challenges in HRIS usage at TANESCO Ubungo Umeme

Park. The research questions focused on the motivation for utilizing HRIS, user perceptions of its use, and the challenges encountered in implementing HR functions at TANESCO. The significance of the study was emphasized in its potential impact on TANESCO's management, employees, and the academic world. It aimed to provide insights for improving HRIS implementation and performance. The scope of the study is limited to exploring HRIS users' motivation, perceptions, and challenges, and it acknowledges the potential limitations of generalizability in qualitative research.

This study used a qualitative research approach with the goal of fully comprehending both the research problem and human experiences. Because it made it possible to gather rich, detailed data from a small sample and allowed participants to express themselves and offer insightful comments, qualitative research was chosen over quantitative research. The research design employed in this study was a case study approach, focusing on TANESCO Ubungu Umeme Park. This design allowed for an in-depth investigation of the study problem, facilitating the observation of relationships between various phenomena, context, and people within the organization.

The study was conducted at TANESCO Ubungu - Umeme Park in Dar es Salaam, chosen because TANESCO has a significant number of permanent employees and has been managing human resources with an HRIS system for more than seven years. Additionally, the study was motivated by identified flaws in the HR function, particularly in the areas of payroll management, inadequate on preparation and execution of training, and poor management of employee development plans, as

highlighted in the CAGs Reports. The population of the study comprised the Director of HRA, HR officers, HR managers, and IT personnel at TANESCO Ubungo - Umeme Park, as these individuals were the key users of the HRIS system. The sample size was determined using the grounded theory of data saturation, resulting in a total of 21. A purposive sampling technique was employed to select participants based on their use of HRIS, ensuring that individuals with the most relevant characteristics and information for the study were included. Data collection methods included interviews and focus group discussions. Interviews were conducted using a structured interview guide designed to address specific research objectives, with open-ended questions allowing for in-depth responses. A total of 21 interviews were conducted. Focus group discussions were also utilized to foster a common understanding of HRIS and HR function, with two FGDs conducted for data collection.

The study findings establish and shed light on the motivation behind the utilization of Human Resource Information System within TANESCO Ubungo Umeme Park. These benefits include reduced time and effort spent on HR-related tasks, assurance of accurate HR data and documentation, ease of recordkeeping, data security guaranteed, and privacy protection when exchanging departmental reports. With the shift towards technology, there is now much less reliance on paperwork, with computers and systems serving as the main tools used to perform HR functions. It becomes evident that technology plays a pivotal role in enhancing HR function efficiency and effectiveness. The study highlights that the benefits of technology in improving HR processes and organizational performance outweigh any associated weaknesses or limitations, this finding of the study's insights align with The Task-Technology Fit

theory; Alomari (2019) and Kumar & Parumasur (2013) on broader understanding that technology is a valuable tool for enhancing HR function efficiency and organizational performance.

The results of the study indicate that HRIS has a positive impact on the implementation of HR functions because of its positive usage; however, the participants insisted on upgrading the working tools and infrastructure to create a more favorable work environment. Also, the findings of this study shed light on several critical aspects related to the competence of staff using HRIS, challenges associated with ICT infrastructure and the influence of ICT personnel on the effective use of HRIS within TANESCO Ubungu-Umeme Park as noted by Matibwa (2019) and Hanif (2017). This study's insights align with The Task-Technology Fit theory; Alomari (2019) and Kumar and Parumasur (2013) on broader understanding that technology is a valuable tool for enhancing HR function efficiency and organizational performance when properly integrated and supported by training initiatives.

Lastly, the study provided suggested measures that collectively aim to enhance employee skills, upgrade technology resources, and alleviate the workload on existing ICT staff, all of which are essential for the effective and efficient use of HRIS within the organization. These measures align with existing research findings and theories, emphasizing the importance of competent staff and modern ICT tools as pillars for successful technology implementation. Therefore, implementing these actions should enhance HRIS performance and support the accomplishment of the organization's HR goals as a whole.

5.3 Conclusion

In conclusion, this study conducted at TANESCO Ubungo Umeme Park in Tanzania sheds light on the importance of Human Resource Information Systems in the context of the public sector, specifically within TANESCO.

The findings highlighted that, the utilization of HRIS is motivated by the numerous benefits it brings, including time and effort savings, accuracy in HR tasks, efficient record-keeping, data security, and improved privacy in information exchange. The study underlines the pivotal role of technology in enhancing HR function efficiency and organizational performance. Moreover, it is evident that technology has significantly reduced the reliance on paperwork, with computers and systems now serving as the main tools for HR operations. On the other side TANESCO Ubungo Umeme Park motivated to use HRIS due to Organizational Regulations.

The study findings showed that, users of HRIS have a positive perception of the system because of its beneficial effects on the implementation of HR functions and overall organizational performance. However, stress the significance of having a supportive environment and appropriate tools, having qualified employees, and having ICT staff members who can help with HRIS utilization.

However, the challenges were identified like poor ICT infrastructure, inadequate of ICT personnel and inadequate of training and development about HRIS hence it is essential to acknowledge that the successful implementation and utilization of HRIS in TANESCO Ubungo Umeme Park and other organizations in Tanzania depend on

factors such as technology infrastructure, training, and recruitment of ICT personnel. Organizations must invest in these areas to maximize the benefits of HRIS.

Lastly, the study offered insightful suggestions for improving staff competencies, modernizing technology assets, and reducing the workload of ICT personnel. These actions are necessary for the organization to use HRIS effectively and efficiently. They also support current research findings and theories, highlighting the importance of skilled personnel and cutting-edge ICT tools as cornerstones for successful technology implementation. The successful implementation of these measures is expected to enhance HRIS performance and augment the overall efficacy of TANESCO's HR operations and functions within Tanzania's public sector.

5.4 Recommendations

The following are the primary recommendations derived from this study:

a) Technology Integration; continue to prioritize the integration of technology into HR processes. Given the overwhelmingly positive response from participants about the role of technology in HR function implementation, it's crucial to maintain and potentially expand technological solutions. This should involve upgrading existing systems, adopting new HRIS tools, or exploring innovative technologies to further streamline HR tasks also link with other department like finance specific in payroll.

b) Training and Development; Invest in comprehensive technological training and professional development programs for HR staff. Since technology plays a pivotal role in enhancing HR function efficiency, ensuring that HR professionals are well-trained and up-to-date on technological advancements is essential. Regular training programs

can help employees adapt to new technologies and maximize their benefits. Provide thorough training courses to staff members to improve their HRIS-using abilities. It should be a continuous procedure to inform staff members about enhancements and modifications to the system.

c) Collaboration and Communication; Foster collaboration between HR and IT departments to ensure that HR technology solutions align with the organization's overall technology strategy. IT support is crucial for the successful implementation and maintenance of HRIS tools. Also, communicate the benefits of technology and the positive impact it has on HR processes and organizational performance to all stakeholders. Address any concerns or misconceptions and keep everyone informed and engaged in the technology adoption process.

d) Investing in Infrastructure and maintenance; The technological infrastructure that underpins the HRIS should be improved and maintained with funding provided by organizations. Ascertain if the network, hardware, and software systems are current and able to manage the HRIS requirements, create a regular maintenance schedule to ensure that system problems and performance concerns are promptly resolved. The system will run efficiently and securely if regular updates and maintenance are performed.

e) Sufficient ICT Personnel; Ascertain that there are sufficient ICT staff members to support HRIS functions. ICT workers who are overworked may experience delays and

inefficiencies. To keep HRIS functioning effectively, more ICT staff may need to be hired.

f) Stakeholder Engagement: Involve IT employees, HR staff, and other pertinent parties in the decision-making process for HRIS updates and enhancements. Their input and feedback can provide valuable insights and foster a sense of ownership in the system.

g) Documentation; Keep thorough records of all HRIS processes and procedures. In addition to fostering consistency and lowering errors, clear documentation can be an invaluable tool for both new hires and current employees.

5.4 Areas for further study

There are many opportunities for additional research that can contribute to a deeper understanding of technology's role in HR management in Tanzania and beyond, even though the study has offered insightful information about the drivers behind utilization, users' perceptions, and challenges faced by HRIS in HR function performance within TANESCO. These fields of study can support organizations in making well-informed decisions regarding the implementation and enhancement of HRIS systems.

a) Comparative Analysis and Employee perspectives; comparing the impact of HRIS in different organizations or industries within Tanzania can provide a broader perspective. Do HRIS systems have similar effects in various contexts, or are there specific factors that influence their success or failure in different

settings. This study focused on the perspectives of HR professionals and IT Personnel. A future study could explore the perceptions and experiences of employees who interact with HRIS systems daily. How do employees perceive the impact of technology on their work and job satisfaction?

b) Comparative Studies with other countries; to gain a global perspective, comparative studies could be conducted to assess how HRIS systems are utilized and their impact on HR function performance in Tanzania compared to other countries with different economic, cultural and regulatory contexts.

c) Emerging HRIS Trends; further studies can be channeled to specific and stay current with emerging HRIS trends, such as AI-driven HRIS, Block chain-based HRIS or cloud-based HRIS and investigate their potential impacts on HR function performance.

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APPENDICES

Appendix I: Interview Guide for HR Officers

My name is Arafa Bororo, pursuing a master's degree in strategic human resources management at the Institute of Social Work. As a partial fulfillment of the degree mentioned above, I am conducting a study titled **“ASSESSING THE ROLE OF HUMAN RESOURCE INFORMATION SYSTEM ON THE PERFORMANCE OF HUMAN RESOURCE FUNCTION IN TANZANIA. A CASE OF TANZANIA ELECTRIC SUPPLY COMPANY”**. Therefore, I am humbly inviting you to take part in this interview by responding to the questions asked. I would like to assure you that your response will remain confidential and for the purpose of this study only.

Biographic data

1. Sex

- i. Female () ii. Male ()

2. Age

- i. 18 -25Years () ii. 26-35 years ()
iii. 36- 45 Years () iv. 45 -55years () v. 56 and above ()

3. Education level

- i. Degree () ii. Masters ()

4. Job position

- i. Entry Level () ii. Mid Level ()
iii. Senior Level () iv. Management ()

SECTION ONE: Motivation for utilizing HRIS in HR function implementation

1. Can you explain the Human Resource functions that you daily perform as HRO at TANESCO? (Probe for the most common functions).
2. Can you explain other factors that you consider affecting the implementation of human resource function?
3. How is it common to use technology on the performance of human resource function?

SECTION TWO: HRIS Users' perception in implementing HR functions

1. Can you explain your understanding of Human Resource Information System?
2. Can you explain the usefulness of HRIS in performing human resource function?
3. How willing are you to continue using HRIS for your HR functions?
4. How satisfactory are you with the general performance of the HR functions that you implement? (probe for reasons or examples or factors affecting performance)
5. In your opinion how do you think HRIS is performing in implementing HR functions? (Probe for assessment whether good or bad and why?)
6. Would you recommend other organizations to use HRIS in performing HR functions? If yes, or no why?

SECTION TWO: HRIS Use Challenges in the implementation of HR functions

1. Can you describe the extent to which HRIS is always accessible?
2. How does the staff competency influence HRIS usage?
3. How does the available ICT infrastructure affect the use of HRIS? (Probe for internet, ICT tools etc.)

4. How does the available ICT personnel influence the use of HRIS?
5. Can you explain the challenges facing the HRIS users in executing HR functions? (probe for the effect of the challenge in the implementation on human resource function)
6. In your opinion, what could be the possible measures to reduce/address challenges emerging in performing HR functions through HRIS? (Probe for how will it address the challenges)

Appendix II: Guide for Focus Group Discussion

My name is Arafa Bororo, pursuing a master's degree in strategic human resources management at the Institute of Social Work. As a partial fulfillment of the degree mentioned above, I am conducting a study titled **“ASSESSING THE ROLE OF HUMAN RESOURCE INFORMATION SYSTEM ON THE PERFORMANCE OF HUMAN RESOURCE FUNCTION IN TANZANIA. A CASE OF TANZANIA ELECTRIC SUPPLY COMPANY”**. Therefore, I am humbly inviting you to take part in this focus group discussion by responding to the questions asked. I would like to assure you that your response will remain confidential and for the purpose of this study only.

Questions on Factors Affecting Implementation of Human Resource Function

1. As human resource officers, can you please explain your key functions for the corporation?
2. As human resources officers, how do you use technology on the implementation of human resource function?
3. Can you explain other factors do you consider affecting the implementation of human resource function?

Questions on Users Perception

1. How useful is the HRIS in human resource function?
2. How does HRIS help you in their daily HR functions? (probe for the most common functions of HRIS)
3. How willing are you to continue using HRIS for your HR functions?
4. How do you think the general performance of HR functions are satisfactory?

5. How is the performance of the information system is mentioned in question 3 above? If the performance is poor, what do you think are reasons? And if the performance is good, why do you think so?
6. Would you recommend other organizations to apply HRIS in performing HR functions? If yes, or no why?

Questions on HRIS Challenges

1. How is the HRIS availability for use every time you need?
2. How does the staff competency on HRIS affect its use and performance?
3. How does the available ICT infrastructure affect the role of HRIS? (Probe for internet, ICT tools etc.)
4. How does the available ICT personnel assistance influence the use of HRIS?
5. How do you think these challenges are affecting the role of HRIS in human resource function?

Appendix III: Guide for Management

INTERVIEW GUIDE

My name is Arafa Bororo, pursuing a master's degree in strategic human resources management at the Institute of Social Work. As a partial fulfillment of the degree mentioned above, I am conducting a study titled **“ASSESSING THE ROLE OF HUMAN RESOURCE INFORMATION SYSTEM ON THE PERFORMANCE OF HUMAN RESOURCE FUNCTION IN TANZANIA. A CASE OF TANZANIA ELECTRIC SUPPLY COMPANY”**. Therefore, I am humbly inviting you to take part in this interview by responding to the questions asked. I would like to assure you that your response will remain confidential and for the purpose of this study only.

Biographic data

1. Sex

- i. Female () ii. Male ()

2. Age

- i. 18 -25Years () ii. 26-35 years ()
iii. 36- 45 Years () iv. 45 -55years () v. 56 and above ()

3. Education level

- ii. Degree () ii. Masters ()

4. Job position

- i. Entry Level () ii. Mid Level ()
iii. Senior Level () iv. Management ()

SECTION ONE: Motivation for utilizing HRIS in HR function implementation

1. How is it common to use technology on the performance of human resource function?
2. Can you explain factors that you consider affecting the implementation of human resource function?

SECTION TWO: HRIS Users' perception in implementing HR functions

1. Can you explain your understanding of Human Resource Information System?
2. Can you explain the usefulness of HRIS in performing human resource function?
3. How willing are you to continue using HRIS for your HR functions?
4. In your opinion how do you think HRIS is performing in implementing HR functions? (Probe for assessment whether good or bad and why?)
5. Would you recommend other organizations to use HRIS in performing HR functions? If yes, or no why?

SECTION THREE: HRIS Use Challenges in the implementation of HR functions

1. Can you describe the extent to which HRIS is always accessible?
2. How does the staff competency influence HRIS usage?
3. How does the available ICT infrastructure affect the use of HRIS? (Probe for internet, ICT tools etc.)
4. How does the available ICT personnel influence the use of HRIS?
5. Can you explain the challenges facing the HRIS users in executing HR functions? (probe for the effect of the challenge in the implementation on human resource function)

6. In your opinion, what could be the possible measures to reduce/address challenges emerging in performing HR functions through HRIS? (Probe for how will it address the challenges)

Appendix IV: Guide for IT Specialist

INTERVIEW GUIDE

My name is Arafa Bororo, pursuing a master's degree in strategic human resources management at the Institute of Social Work. As a partial fulfillment of the degree mentioned above, I am conducting a study titled **“ASSESSING THE ROLE OF HUMAN RESOURCE INFORMATION SYSTEM ON THE PERFORMANCE OF HUMAN RESOURCE FUNCTION IN TANZANIA. A CASE OF TANZANIA ELECTRIC SUPPLY COMPANY”**. Therefore, I am humbly inviting you to take part in this interview by responding to the questions asked. I would like to assure you that your response will remain confidential and for the purpose of this study only.

Biographic data

1. Sex

- i. Female () ii. Male ()

2. Age

- i. 18 -25Years () ii. 26-35 years ()
iii. 36- 45 Years () iv. 45 -55years () v. 56 and above ()

3. Education level

- iii. Degree () ii. Masters ()

4. Job position

- i. Entry Level () ii. Mid Level ()
iii. Senior Level () iv. Management ()

SECTION ONE: Motivation for utilizing HRIS in HR function implementation

1. As IT personnel, can you tell me how technology helps in implementing human resource function?

SECTION TWO: HRIS Users' perception in implementing HR functions

1. Can you explain your understanding of Human Resource Information System?
2. Can you explain the usefulness of HRIS in performing human resource function?
3. Would you recommend other organizations to use HRIS in performing HR functions? If yes, or no why?

SECTION THREE: HRIS Use Challenges in the implementation of HR functions

1. Can you describe the extent to which HRIS is always accessible?
2. How does the staff competency influence HRIS usage?
3. How does the available ICT infrastructure affect the use of HRIS? (Probe for internet, ICT tools etc.)
4. Can you explain challenges that you consider affecting the implementation of information technology department?
5. In your opinion, what could be the possible measures to reduce/address challenges emerging in IT department? (Probe for how will it address the challenges)