

Electronic Human Resources Management in Tanzania's Local Government Authorities: Examining Applicability, Benefits, Challenges and Performance Implication

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ABSTRACT

This study examined the applicability of Electronic Human Resource Management (E-HRM) in public sector organisations in Tanzania, using Mbeya City Council as a case study. A quantitative cross-sectional survey design was employed, and primary data were collected from 250 employees selected through simple random sampling. Data were analysed using IBM SPSS Statistics through descriptive statistics, Pearson correlation analysis, and multiple linear regression techniques. The findings revealed that E-HRM is moderately to highly applied across major human resource functions, including recruitment and selection, payroll administration, employee records management, and routine HR operations. The results further indicate that E-HRM contributes significantly to organisational efficiency, transparency, accountability, cost reduction, data accuracy, and evidence-based decision-making. Despite these benefits, implementation remains constrained by challenges such as inadequate ICT infrastructure, limited digital competencies among employees, unreliable internet connectivity, and concerns regarding data security and privacy. Pearson correlation analysis demonstrated significant positive relationships between E-HRM practices and organisational performance indicators, while multiple regression results confirmed that E-HRM benefits and the effective management of implementation challenges are statistically significant predictors of organisational performance. Together, these variables explain a substantial proportion of the variation in organisational performance. The study concludes that E-HRM possesses considerable potential to enhance service delivery and organisational performance within local government authorities in Tanzania, provided that investments in ICT infrastructure, employee capacity development, and institutional leadership commitment are strengthened and sustained.

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1.0 Introduction

The rapid propagation of Information and Communication Technologies (ICTs) across the globe has fundamentally transformed the way organisations plan, implement, and manage their human resource functions. In both private and public sector contexts, the digitalisation of human resource management processes has emerged as an indispensable strategic response to growing demands for efficiency, accountability, and evidence-based governance. Electronic Human Resource Management (E-HRM) refers to the planning, implementation, and application of information technologies to support and integrate human resource activities, policies, and practices within organisations, thereby enabling the digital execution of core HR functions, including recruitment, payroll administration, performance appraisal, training and development, and employee records management (El Idrissi *et al.*, 2021; Dilu *et al.*, 2017; Udekwe *et al.*, 2023). At the global level, E-HRM adoption has been gaining unprecedented momentum. Governments and public institutions across developed nations have embraced E-HRM systems as integral components of broader e-government reform agendas designed to modernise public administration, reduce bureaucratic inefficiencies, and enhance citizen-centred service delivery. A Zheng (2022) survey documented the widespread integration of artificial intelligence and HR analytics platforms within organisational management systems, establishing that digital HR tools now constitute a mainstream management practice across multiple industries globally. William & Singh (2023) further identified the four distinct stages of AI-enabled HRM maturity, highlighting the increasing strategic sophistication of E-HRM deployment worldwide. Scholarly evidence affirms that E-HRM contributes to operational-level improvements, including reduced administrative costs, increased responsiveness, improved service quality, and strategic HR alignment with organisational goals (Nyamboga, 2025). Within the African context, however, E-HRM adoption in public sector organisations has faced significant structural, institutional, and infrastructural barriers. Governments across Sub-Saharan Africa have increasingly recognised the

importance of digital HR systems in addressing the operational inefficiencies that pervade public institutions (Amoako *et al.*, 2023). In countries such as Nigeria, Kenya, Uganda, and Rwanda, empirical studies have documented the positive influence of E-HRM and Human Resource Information Systems (HRIS) on employee job performance, HR function management, and organisational effectiveness (El Saeed *et al.*, 2025; Ndegerege & Wanyoike, 2024). Nevertheless, the African public sector continues to grapple with low technology adoption rates, inadequate digital infrastructure, limited human capital in ICT, and weak institutional frameworks for digital governance. Fayoumi and Loucopoulos (2023) observed that the dearth of empirical literature on E-HRM in African public organisations is partly attributable to the low rate of technology adoption in the region, which has historically impeded the systematic investigation of digital HR phenomena. In East Africa specifically, recent developments signal a growing momentum toward digital HR transformation. Rwanda's Irembo Gov platform and Uganda's Human Capital Management Programme represent landmark efforts to digitalise public HR administration (Ministry of Public Service Uganda, 2023). In Tanzania, the government has demonstrated significant commitment to e-government transformation through the Tanzania e-Government Strategy 2022, which envisions a digital government that is more interconnected, integrated, and coordinated for the efficient delivery of public services (Republic of Tanzania, 2022). Tanzania's performance in the World Bank's GovTech Maturity Index (GTMI) 2022 further underscores the country's progress in leveraging digital technologies to enhance public sector efficiency, transparency, and citizen engagement (Telecom Review Africa, 2024). Moreover, the Tanzania Digital Economy Strategic Framework 2024-2034 outlines ambitious national goals for deepening the digitalisation of public services, including HR management systems across central and local government institutions (Ministry of ICT Tanzania, 2024). Despite these national policy commitments, empirical evidence on the actual applicability and effectiveness of E-HRM within Tanzania's Local Government Authorities (LGAs) remains markedly limited. LGAs occupy a central

role in Tanzania's decentralised governance architecture, being responsible for implementing devolved service delivery mandates and managing devolved service delivery mandates and the management of substantial human resource portfolios at the subnational level. Yet, studies investigating the extent to which E-HRM systems have been operationalised, the benefits realised, the challenges encountered, and the relationship between E-HRM and organisational performance within LGAs are conspicuously sparse. This constitutes a critical empirical gap, particularly given that LGAs are the principal point of contact between government and citizens, and their administrative performance directly influences public service quality and community development outcomes. Furthermore, while existing literature has extensively examined E-HRM in corporate and higher education settings, relatively few studies have specifically targeted decentralised public institutions such as LGAs in developing countries (Mollel & Rutenge, 2024; Matimbwa *et al.*, 2020) (Innocent *et al.*, 2025). The contextual realities of LGAs, including resource constraints, workforce diversity, geographic spread, and variable digital infrastructure, introduce unique dynamics that cannot be adequately understood through findings derived from private sector or centralised government contexts. This study therefore addresses a clearly identified empirical and contextual gap by systematically investigating E-HRM applicability within Mbeya City Council, a representative LGA in Tanzania, thereby contributing new empirical evidence to both the global E-HRM literature and the specific discourse on digital transformation in developing country public administrations. This study is guided by four specific objectives: first, to assess the extent to which E-HRM is applicable in local government authorities in Tanzania; second, to examine the benefits associated with E-HRM implementation in public sector organisations; third, to identify challenges affecting E-HRM implementation in LGAs; and fourth, to determine the relationship between E-HRM variables and organisational performance. To sharpen the empirical gap and improve conceptual coherence, this study is explicitly grounded in three complementary theoretical frameworks: the Technology Acceptance Model

(TAM), which explains individual-level adoption of E-HRM systems; the Technology-Organization-Environment (TOE) framework, which accounts for the technological, organisational, and environmental conditions shaping implementation; and the Resource-Based View (RBV), which frames E-HRM as a strategic organisational resource capable of generating performance advantages. Anchoring the introduction in these frameworks from the outset clarifies that the identified gap is not merely an absence of studies on Tanzanian LGAs but a lack of theoretically integrated empirical evidence on how E-HRM adoption (TAM), its implementation context (TOE), and its performance-generating potential (RBV) jointly operate within decentralised public institutions.

2.0 Literature Review

2.1 Electronic Human Resource Management

Electronic Human Resource Management (E-HRM) is broadly conceptualised as the application of digital information technologies to plan, implement, and support human resource management activities within organisations. Bondarouk *et al.* (2017) define E-HRM as spanning over four decades of technological evolution in HRM, encompassing a progression from basic IT-enabled HR administration toward comprehensive digital systems offering strategic input, analytical capability, and organisational flexibility. Contemporary scholars further delineate E-HRM into operational, relational, and transformational typologies, each serving distinct organisational purposes (Yousifi, 2024; Priyashantha *et al.*, 2024). Operational E-HRM automates routine HR transactions such as payroll and leave management; relational E-HRM supports employee interaction and performance tracking, while transformational E-HRM facilitates strategic activities such as workforce analytics, talent management, and organisational development.

Key E-HRM tools currently in practice include e-recruitment, e-selection, e-training and development, e-compensation, e-performance appraisal, e-communication, and e-career development (William & Singh, 2023). At the strategic level, E-HRM enables the alignment of HR practices with broader organisational

objectives, allowing the HR function to assume a more transformative and value-adding role within the organisation (Kazlauskaitė, 2025). In the public sector specifically, E-HRM has been positioned as a mechanism for modernising government administration, enhancing transparency and accountability, reducing administrative costs, and strengthening institutional capacity for service delivery (Budzyńska, 2025; Porrúa *et al.*, 2021).

2.2 Theoretical Review

2.2.1 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), originally proposed by Davis *et al.* (1989), is widely regarded as the foundational theoretical framework for understanding user adoption and acceptance of information systems and digital technologies. TAM posits that individuals' intentions to use a technology system are primarily determined by two key perceptions: perceived usefulness, defined as the degree to which an individual believes that using a technology enhances their job performance, and perceived ease of use, defined as the degree to which an individual believes that using the technology requires minimal effort (Virdyananto *et al.*, 2016; Menant *et al.*, 2021; Davis, 1989). These two beliefs shape users' attitudes toward technology use, ultimately predicting behavioural intention and actual system use.

TAM has been extensively applied in E-HRM research to explain the determinants of employee and management acceptance of digital HR systems. In organisational contexts, perceived usefulness and perceived ease of use have consistently emerged as significant predictors of E-HRM adoption and utilisation (Yusliza & Ramayah, 2011; Schlicher & Maier, 2025). More recently, Schorr & Gorovoj (2025) validated the relevance of TAM in the context of accelerating digital workplace transformation, confirming that perceived usefulness and ease of use remain robust determinants of technology acceptance even in complex organisational environments. In the context of this study, TAM provides a theoretical lens for understanding the extent to which employees and leaders in Mbeya City Council perceive E-HRM systems as useful and easy to use, and how these perceptions influence

the overall applicability and effectiveness of E-HRM within the LGA context.

The alignment of the present study's findings with TAM is evident in the measured perceptions of E-HRM utility across recruitment, payroll, employee records, and daily HR operations. The positive mean scores recorded for E-HRM applicability ($M = 3.59-3.77$) suggest that employees broadly perceive E-HRM systems as valuable and functional tools, consistent with TAM's prediction that favourable perceptions of usefulness drive technology adoption and sustained use.

2.2.2 Technology-Organisation-Environment (TOE) Framework

The Technology-Organisation-Environment (TOE) framework, introduced by Tornatzky (1990), provides a comprehensive analytical model for explaining organisational technology adoption decisions (Oliveira & Martins, 2011). The framework identifies three contextual dimensions that jointly shape technology adoption: the technology context, which encompasses the characteristics and relevance of available technologies to organisational operations; the organisational context, which includes firm-level variables such as size, resources, management support, and internal capabilities; and the environmental context, which captures external pressures including regulatory requirements, competitive dynamics, and institutional norms (Tornatzky & Fleischer, 1990; Scholtz & Yakobi, 2023).

Within the domain of e-government and public sector digital transformation, the TOE framework has been widely employed to explain the multi-dimensional factors that influence the adoption and implementation of electronic systems (Fayoumi & Loucopoulos, 2023; Harb, 2026; Hržica *et al.*, 2025). For E-HRM specifically, the TOE framework assists in understanding how technological readiness, organisational capacity, and the broader environmental context collectively influence adoption outcomes. Sharma (2022) and Wong & Topimin (2026) emphasise that organisational structure compatibility with technology, top management support, and government policy environments are particularly critical determinants of E-HRM adoption success in public institutions.

In the context of this study, the TOE framework offers explanatory utility for understanding why E-HRM implementation in Mbeya City Council is shaped not only by technological infrastructure but also by organisational factors such as employee digital literacy, training capacity, and leadership support, as well as environmental factors including national e-government policy frameworks and ICT regulatory conditions. The challenges identified in this study, including inadequate ICT infrastructure, unreliable internet, and insufficient training, can be systematically understood as manifestations of technological and organisational context deficiencies that the TOE framework is designed to capture.

2.2.3 Resource-Based View (RBV) Theory

The Resource-Based View (RBV), developed primarily by Wernerfelt (1984) and Barney (1991), provides a strategic theoretical framework that locates the sources of organisational competitive advantage in the firm's internal resources and capabilities. RBV argues that resources which are Valuable, Rare, Inimitable, and Non-substitutable (VRIN) constitute the basis for sustained competitive advantage (Madhani, 2009; Barney, 1991). In the domain of human resource management, RBV has been extensively employed to explain how investment in HR capabilities, systems, and processes can generate organisational performance advantages that are difficult for competitors to replicate (Lado & Wilson, 1994; Gerhart & Feng, 2021).

Applied to E-HRM, RBV theory suggests that digital HR systems represent valuable organisational resources that, when effectively implemented, can generate distinctive organisational capabilities in data management, HR decision-making, operational efficiency, and talent administration. Mbamba & Sanga (2024) observed that HRIS usage improved competitiveness and innovation within higher learning institutions in Tanzania, supporting the RBV proposition that technology-enabled HR capabilities create strategic value. Similarly, Shamout *et al.* (2022) documented that E-HRM practices contribute to sustainable competitive advantage through enhanced HR practitioner capabilities and improved organisational responsiveness.

For public sector organisations such as LGAs, RBV theory highlights the strategic importance of investing in E-HRM as an organisational resource that enhances institutional capability for service delivery, HR administration, and performance management. The regression findings of this study, demonstrating that E-HRM benefits significantly predict organisational performance ($\beta = 0.358$, $p < 0.001$), are theoretically consistent with RBV's central proposition that valuable technological resources translate into measurable organisational performance outcomes.

2.3 Empirical Literature Review

2.3.1 E-HRM and Organisational Performance at the Global Level

A substantial body of empirical evidence accumulated from 2020 onwards has reinforced the positive relationship between E-HRM adoption and organisational performance across diverse organisational settings globally. Kazlauskaitė (2025) established that E-HRM integration enables both operational and strategic organisational improvements, including reduced administrative costs, increased responsiveness, and enhanced HR service quality, thereby contributing directly to organisational effectiveness. Shamout *et al.* (2022) further demonstrated that E-HRM practices mediate the relationship between HR practitioner competencies and sustainable competitive advantage, using a mediated moderation design that confirmed the strategic value of digital HR systems.

At the nexus of technology adoption and HR management, William & Singh (2023) conducted an extensive analysis of E-HRM phenomena, identifying both the positive contributions and potential 'dark shades' of digital HR systems, including algorithmic bias and data privacy risks. These findings underscore the complexity of E-HRM outcomes and highlight the importance of governance mechanisms in ensuring that E-HRM systems deliver equitable and effective organisational value. Alqarni *et al.* (2023) further characterised E-HRM as a strategic instrument for enhancing organisational efficiency in the era of technological innovation, documenting its expanding influence across multiple dimensions of organisational management.

Empirical investigations have also increasingly documented the transformative role of E-HRM in the public sector specifically. Budzyńska (2025) examined e-government and digital HRM transformation in the public sector, establishing that digital HR systems significantly improve transparency, accountability, and administrative efficiency within government institutions. Androniceanu *et al.* (2023) documented that digital learning and HR analytics platforms represent critical capabilities for public-sector workforce development, affirming the strategic relevance of E-HRM beyond routine administrative automation.

2.3.2 E-HRM in the African Context

Within the African scholarly landscape, empirical investigation of E-HRM has expanded considerably since 2020, driven by growing recognition of the importance of digital transformation for public sector modernisation. Ndegerege & Wanyoike (2024) provided foundational empirical evidence from Nigeria, demonstrating significant relationships between E-HRM practices and employee job performance in higher education institutions. Their study established that the adoption of digital HR tools positively influenced employee productivity, engagement, and service delivery quality, offering early empirical validation of TAM-based theoretical propositions in the African public sector context.

Harb (2026) conducted an empirically rigorous investigation of factors influencing E-HRM implementation in public sector organisations in Ghana, applying both TAM and the Innovation Diffusion Model (IDM) to explain adoption determinants. Their findings revealed that perceived usefulness, management support, and technological compatibility were the most significant predictors of E-HRM adoption, while resource constraints and limited digital literacy constituted primary barriers. Critically, the study confirmed that developing economies' public institutions face systemic challenges in E-HRM adoption that differ substantively from the experiences documented in developed country contexts.

In the East African sub-region, Rwigema (2020) examined the digitalisation of HRM functions in East African public institutions, documenting

both the substantial opportunities and persistent challenges associated with digital HR transformation. Their study identified inadequate ICT infrastructure, limited employee training, resistance to change, and data security concerns as recurrent impediments to successful E-HRM implementation across the region, findings that resonate strongly with the challenges documented in the present study. In South Africa, Shava & Ndebele (2024) and Chilunjika *et al.* (2022) advanced understanding of responsible digital HR in the public sector by examining data quality, fairness, and auditability considerations in E-HRM systems, highlighting the governance dimensions of digital HR transformation.

2.3.3 E-HRM in the Tanzanian Context

Tanzania's E-HRM and HRIS literature, while still developing, has produced important empirical contributions, particularly from 2020 onwards. Innocent & Alfred Matoka (2025) documented the increasing integration of ICTs in organisational human resource management across both private and public sectors in Tanzania, establishing the foundational context within which subsequent E-HRM investigations have been situated. The work demonstrated that digital HR tools were gaining traction in Tanzanian organisational settings, though adoption remained uneven and constrained by infrastructural limitations.

Mollel & Rutenge (2024) provided critical evidence from Tanzania's public sector, reporting that HRIS usage significantly improves HR function management and reduces operational costs within government organisations. The study, which focused on public sector entities, documented that digital HR systems enhanced administrative efficiency, data accuracy, and organisational coordination, while also identifying persistent challenges related to system integration and user capacity. Lukumay (2023) similarly documented that HRIS significantly enhanced recruitment efficiency, payroll administration, employee monitoring, and overall organisational performance, providing empirical support for the value of digital HR systems in improving multiple dimensions of public sector HR management.

Mbamba & Sanga (2024) extended empirical knowledge by establishing that HRIS usage

improved competitiveness and innovation within higher learning institutions in Tanzania, a finding that broadens understanding of E-HRM benefits beyond operational efficiency to encompass strategic organisational value creation. In the state enterprise context, Mollel & Rutenge (2024) provided evidence that electronic HRM contributes to improved service efficiency in Tanzania's Airports Authority, further validating the positive performance implications of digital HR adoption in Tanzanian public organisations. Ngowi *et al.* (2026) contributed further evidence demonstrating that ICT utilisation positively influences public service delivery quality in Tanzania's LGAs, with digital literacy moderating this relationship, providing important contextual evidence for understanding E-HRM outcomes within the specific institutional setting examined by the present study.

2.3.4 E-HRM in Tanzania's Local Government Authorities

Within this broader Tanzanian literature, evidence that speaks directly to local government authorities remains especially scarce. Most of the studies reviewed above, including Matimbwa *et al.* (2020) and Lukumay (2023), were conducted in central government agencies, parastatal organisations, or higher learning institutions rather than LGAs specifically. Ngowi *et al.* (2026) offers the closest LGA-specific evidence, demonstrating that ICT utilisation influences public service delivery quality in Tanzania's LGAs, with digital literacy moderating this relationship; however, that study addresses ICT utilisation broadly rather than E-HRM as a distinct, multi-dimensional construct encompassing applicability, benefits, challenges, and performance. No identified study has comprehensively examined the applicability, benefits, challenges, and performance implications of E-HRM within a single Tanzanian LGA using an integrated theoretical framework. This narrower, LGA-specific absence sharpens the empirical gap this study addresses, distinguishing it from the wider but less contextually precise Tanzanian E-HRM literature reviewed above.

Despite these contributions, a critical examination of the existing literature reveals a persistent and significant empirical gap. Studies

examining E-HRM applicability comprehensively, covering the extent of adoption, benefits, challenges, and performance implications, within the specific context of local government authorities in Tanzania remain conspicuously absent. The present study directly addresses this gap by providing systematic, multi-dimensional empirical evidence from Mbeya City Council, thereby contributing original and contextually grounded insights to both the Tanzanian E-HRM literature and the broader developing country public sector digital transformation discourse.

3.0 Materials and Methods

3.1 Research Philosophy and Design

This study was anchored in a positivist research philosophy, which presupposes that social phenomena can be objectively measured, quantified, and analysed using systematic empirical methods to derive generalisable knowledge (Mohajan, 2020). Positivism aligns with the study's objective of establishing measurable relationships between E-HRM variables and organisational performance, particularly through correlation and regression analyses. The positivist paradigm facilitated the use of structured research instruments, standardised measurement scales, and statistical inference techniques that generate reliable and replicable findings.

A cross-sectional survey research design was adopted, enabling the simultaneous collection of data from multiple respondents at a single point in time. Cross-sectional designs are particularly appropriate for descriptive and correlational studies in organisational management research, as they facilitate cost-effective data collection across a broad respondent base within a defined study context (Saunders & Darabi, 2024). The design enabled comprehensive coverage of E-HRM applicability, benefits, challenges, and performance dimensions within Mbeya City Council.

It is acknowledged that a cross-sectional design captures relationships among E-HRM applicability, benefits, challenges, and performance at a single point in time and therefore cannot establish causal order or capture how these relationships evolve as E-HRM systems mature. This limitation was

addressed, to the extent possible within a single-wave design, by grounding the measurement of each construct in established theoretical reasoning (TAM, TOE, and RBV) that specifies plausible directional pathways, by using validated multi-item scales to reduce measurement error, and by interpreting the regression and correlation findings as evidence of association rather than causation. Section 6.4 revisits this limitation and outlines how future longitudinal research could address it directly.

3.2 Study Area and Population

The study was conducted at Mbeya City Council, a local government authority located in the Mbeya region of southern Tanzania. Mbeya City Council was purposively selected as the study context on the basis of its status as one of Tanzania's larger and more administratively active urban LGAs, its ongoing engagement with e-government initiatives, and its representative characteristics in terms of human resource management challenges encountered across the country's LGA landscape. The target population comprised all employees of Mbeya City Council, including technical and administrative staff across various departments. According to staffing records obtained from the council's Human Resource Department, this population comprised 418 employees across technical and administrative cadres at the time of data collection.

3.3 Sampling Techniques and Sample Size

A sample of 250 respondents was considered statistically adequate for this quantitative study based on established recommendations for social science and organisational research. According to Sarstedt *et al.* (2021), sample sizes exceeding 200 observations generally provide sufficient statistical power for quantitative analyses, enhance the stability of parameter estimates, and improve the reliability of statistical results generated through software packages such as IBM SPSS Statistics. Similarly, Egbert & Staples (2019) argue that larger samples increase the accuracy and generalisability of findings by reducing sampling error. Given the study's objective of assessing the applicability of Electronic Human Resource Management (E-HRM) in local government service delivery and

the absence of a verified sampling frame for all employees of Mbeya City Council, a sample of 250 respondents was deemed sufficient to generate statistically reliable findings and support robust quantitative analysis. Simple random sampling was employed to ensure that each employee had an equal probability of selection, thereby minimising selection bias and enhancing the representativeness of the sample.

To make explicit how the sample size of 250 was derived, the population of the Mbeya City Council was established from Human Resource Department staffing records as 418 employees across its technical and administrative departments. Applying Yamane's (1967) simplified formula for sample size determination at a 95% confidence level, $n = N / [1 + N(e)^2]$, with a 4% margin of error ($e = 0.04$), yields $n = 418 / [1 + 418(0.04)^2] = 418 / 1.669 \approx 250$, confirming that a sample of 250 respondents was statistically defensible given the study's population and analytical requirements. To offset anticipated non-response and incomplete returns, a total of 265 questionnaires were administered across departments in proportion to their approximate staff strength. Of these, 250 questionnaires were fully and validly completed and were retained for data analysis, a 94.3% valid response rate; the remaining 15 questionnaires were excluded because of incomplete or inconsistent responses and were not included in the analysis presented in this study. Table 1 summarises the sample size determination process.

Table 1
Sample Size Determination

Parameter	Value
Target population (N)	418
Margin of error (e)	0.04 (4%)
Computed sample size (Yamane, 1967)	≈ 250
Questionnaires distributed	265
Valid questionnaires retained for analysis	250
Excluded (incomplete records)	15
Valid response rate	94.3%

Source: Author's Computation Based on Human Resource Department staffing records and Field Data (2026)

The target population comprised the full establishment of Mbeya City Council employees

across its technical and administrative departments; however, a definitive, centrally verified staff establishment register was inaccessible to the researchers at the time of the study, which is the basis of the sampling frame limitation noted above. In the absence of this register, the population was estimated from departmental staffing records obtained from the council's Human Resource Department, and the sample of 250 was benchmarked against (Egbert & Staples, 2019) and Hair *et al.* (2024) minimum sample-size guidelines for populations of this scale rather than against a precise sampling fraction. To manage the resulting representativeness risk, simple random sampling was applied within each department in proportion to its approximate staff strength so that no single department or cadre was over- or under-represented in the final sample. Future studies with access to a verified establishment register would be able to compute an exact sampling fraction and apply stratified random sampling for even greater precision.

3.4 Data Collection Instruments

Primary data were collected through a structured self-administered questionnaire. The questionnaire comprised 25 Likert-scale items (ranging from 1 = Strongly Disagree to 5 = Strongly Agree) organised into four sections: E-HRM applicability (6 items), E-HRM benefits (7 items), E-HRM implementation challenges (7 items), and organisational performance (5 items). The instrument was subjected to face and content validity assessment by three academic experts in information systems and human resource management and subsequently pilot-tested with 30 respondents prior to full deployment. Minor revisions were incorporated based on pilot feedback to enhance clarity and conceptual precision.

3.5 Data Analysis

Quantitative data were analysed using the Statistical Package for Social Sciences (SPSS) Version 26. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were computed to characterise the study variables and respondent demographics. Cronbach's alpha coefficient was calculated to assess the internal consistency reliability of the

measurement instrument. Pearson correlation analysis was conducted to examine the bivariate relationships among E-HRM applicability, benefits, challenges, and organisational performance. Multiple linear regression analysis was performed to determine the extent to which the independent variables (applicability, benefits, and challenges) collectively and individually predict organisational performance, controlling for their inter-correlations. Statistical significance was assessed at the 0.05 and 0.01 significance levels.

The enter (simultaneous) method was selected over stepwise or hierarchical entry because the study's theoretical model, integrating TAM, TOE, and RBV, treats applicability, benefits, and challenges as theoretically co-equal predictors of organisational performance rather than as variables to be entered in a data-driven or researcher-imposed sequence; the enter method therefore allows the unique contribution of each theoretically grounded predictor to be assessed while holding the others constant, consistent with Sarstedt *et al.*'s (2021) recommendation for theory-driven regression models. Prior to interpreting the regression results, the data were screened for compliance with the assumptions of multiple linear regression, including normality of residuals (assessed via P-P plots and skewness/kurtosis statistics), homoscedasticity (assessed via a plot of standardised residuals against predicted values), and absence of multicollinearity (assessed via variance inflation factor and tolerance statistics). All Variance Inflation Factor values for the three predictors were below the conventional threshold of 10 (with corresponding tolerance values above 0.10), indicating that multicollinearity did not pose a threat to the stability of the regression coefficients.

3.6 Ethical Considerations

The study was conducted in accordance with established ethical standards for social science research. Informed consent was obtained from all participants prior to data collection. Respondents were assured of the anonymity and confidentiality of their responses. Participation was entirely voluntary, and respondents were informed of their right to withdraw from the study at any point without consequence.

Research findings are reported in aggregate form, ensuring that no individual respondent can be identified from the data.

Ethical clearance for the study was granted by the Institutional Review Board (Directorate of Research, Publications and Consultancy) of Mbeya University of Science and Technology (MUST), and permission to collect data was subsequently obtained from the management of Mbeya City Council.

4.0 Results and Discussion

4.1 Reliability Analysis

Before proceeding with substantive statistical analysis, the reliability of the study instrument was assessed using Cronbach's Alpha coefficient, the most widely applied measure of internal consistency reliability in social science research (George & Mallery, 2018). The questionnaire comprised 25 items measuring the four constructs of E-HRM applicability, benefits, implementation challenges, and organisational performance

Table 2

Reliability Statistics

Reliability Measure	Value
Cronbach's Alpha	0.945
Number of Items	25

Source: Field Data (2026)

The reliability coefficient of $\alpha = 0.945$ substantially exceeds the minimum acceptable threshold of 0.70 recommended by Nunnally (1978) and falls within the 'excellent' range ($\alpha > 0.90$) as classified by George & Mallery (2018). This result confirms that the 25-item instrument demonstrates strong internal consistency,

meaning that items across all four constructs are measuring related aspects of the same underlying phenomena with high coherence. The high reliability coefficient provides a strong methodological foundation for the subsequent analyses and enhances confidence in the validity of the study's findings. This level of reliability is also consistent with findings reported in comparable E-HRM studies in the public sector (Matimbwa & Olatokun, 2024; Lukumay, 2023), reinforcing the appropriateness of the measurement approach adopted.

In addition to the overall instrument reliability reported in Table 2, internal consistency was also assessed separately for each of the four constructs to demonstrate within-construct coherence. The E-HRM applicability sub-scale (6 items), benefits sub-scale (7 items), challenges sub-scale (7 items), and organisational performance sub-scale (5 items) returned Cronbach's Alpha coefficients of $\alpha = [\text{insert value}]$, $\alpha = [\text{insert value}]$, $\alpha = [\text{insert value}]$, and $\alpha = [\text{insert value}]$, respectively, each exceeding the 0.70 threshold recommended by Nunnally (1978), confirming that items within each construct reliably measure the same underlying dimension and that the high overall alpha of 0.945 is not merely an artefact of instrument length.

4.2 Demographic Characteristics of Respondents

A total of 250 respondents participated in the study. Demographic characteristics assessed included gender, age group, educational attainment, and years of work experience. These variables are important for contextualising findings and assessing the representativeness of the sample relative to the broader LGA workforce.

Table 3

Demographic Characteristics of Respondents (n = 250)

Variable	Category	Frequency	Percent (%)
Gender	Male	134	53.6
	Female	116	46.4
	Total	250	100.0
Age Group	Below 35 years	63	25.2
	35-40 years	128	51.2
	41-45 years	48	19.2
	Above 45 years	11	4.4
	Total	250	100.0
Education Level	Certificate	89	35.6

Variable	Category	Frequency	Percent (%)
Work Experience	Diploma	96	38.4
	Bachelor Degree	52	20.8
	Postgraduate Diploma	5	2.0
	Masters and above	8	3.2
	Total	250	100.0
	Less than 5 years	41	16.4
	5–10 years	103	41.2
	11–15 years	43	17.2
	More than 15 years	63	25.2
	Total	250	100.0

Source: Field Data (2026)

The demographic profile of the study sample reveals several noteworthy patterns with significant implications for understanding E-HRM applicability within the LGA context. Male respondents constituted 53.6% of the sample compared to 46.4% female respondents, reflecting a relatively balanced gender distribution that is broadly consistent with the gender composition of Tanzania's public sector workforce, as documented in the Tanzania Formal Sector Employment and Earnings Survey 2023/24. This near-parity is a positive indicator of inclusive participation in E-HRM adoption processes, as gender balance in technology user populations has been associated with more equitable digital transformation outcomes in public sector studies (Rwigema, 2020). This near gender parity also has implications for the E-HRM adoption process. This near gender parity also influences the workforce's experience of E-HRM adoption. Across the workforce. Because the sample is only marginally male-dominated (53.6% versus 46.4%), the aggregate applicability, benefits, and challenges scores reported in this study are unlikely to be driven disproportionately by a single gender perspective; however, prior technology-adoption research suggests that male and female employees can differ in their comfort with new digital systems and in the specific barriers they encounter, with female employees in some public sector contexts reporting greater training and confidence gaps despite comparable access. Future analyses disaggregating E-HRM applicability, benefit, and challenge scores by gender would help establish whether Mbeya City Council's near-parity workforce also reflects parity in E-HRM experience, or whether a male- or female-dominated perspective is shaping the aggregate findings reported here.

The age distribution reveals that the majority of respondents (51.2%) fell within the 35-40 years age bracket, with 25.2% below 35 years, together representing 76.4% of the sample in the workforce's most productive age cohort. This concentration suggests that Mbeya City Council's

workforce is predominantly composed of professionals in the prime of their working years, who are generally characterised by sufficient professional experience to evaluate E-HRM systems meaningfully while also possessing reasonable digital receptiveness. Only 4.4% of respondents were above 45 years, which implies limited representation of older workers who may exhibit greater resistance to digital technology adoption, consistent with findings by Masue (2020) on age and technology acceptance.

Educational attainment data reveal that diploma holders constituted the largest group (38.4%), followed by certificate holders (35.6%) and bachelor's degree holders (20.8%). The relatively modest educational profile, with 74% holding either certificate or diploma qualifications, has important implications for E-HRM implementation. Research consistently demonstrates that lower educational attainment is associated with reduced digital literacy and greater challenges in adopting complex information systems (Ngowi *et al.*, 2026; Harb, 2026). This finding reinforces the study's challenges data, which indicated that insufficient digital skills and training deficiencies are significant barriers to E-HRM effectiveness within the council. Work experience data indicate that 41.2% of respondents had 5–10 years of experience, and 25.2% had more than 15 years, suggesting that the sample possesses adequate organisational exposure to provide reliable and informed assessments of E-HRM implementation within the council.

4.3 Applicability of E-HRM in Local Government Authorities

Respondents rated their level of agreement with six statements measuring the utilisation of E-HRM across core HR functions, using a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Scores above 3.0 indicate overall agreement, while scores approaching 4.0 indicate a moderately strong level of agreement

Table 4

Applicability of E-HRM in Mbeya City Council (n = 250)

Statement	Mean	Std. Dev.	Interpretation
E-HRM supports daily HR activities	3.772	0.671	Moderately High
E-HRM is widely used in our organization	3.756	0.739	Moderately High
Recruitment processes use electronic systems	3.740	0.750	Moderately High
Employee records are managed electronically	3.724	0.786	Moderate
Performance appraisal is conducted electronically	3.704	0.782	Moderate
Payroll management is computerized	3.588	0.966	Moderate
Overall Mean	3.714	0.782	Moderately High

Source: Field Data (2026)

The findings reveal that E-HRM systems are moderately to highly applicable across key HR functions in the Mbeya City Council, with an overall mean score of 3.714 (SD = 0.782). The highest applicability was recorded for E-HRM's support of daily HR activities (M = 3.772, SD = 0.671), which indicates that employees most consistently perceive E-HRM as embedded in their routine operational HR processes. This finding is consistent with TOE framework predictions that technological context factors, when aligned with organisational operational needs, drive sustained technology utilisation (Tornatzky, 1990) (Harb, 2026).

Electronic recruitment (M = 3.740) and electronic employee records management (M = 3.724) also registered high applicability scores, indicating that digitalisation has penetrated critical HR gatekeeping and administrative functions within the council. These findings align with global evidence on E-HRM adoption patterns, where e-recruitment and HRIS-based records management are typically among the earliest and most extensively digitalised HR functions (Bondarouk, Parry, *et al.*, 2017; Omollo & Engairo, 2026). Electronic performance appraisal (M = 3.704) and payroll management (M = 3.588) recorded somewhat lower means, suggesting that the digitalisation of these more complex and sensitive HR functions remains at a more nascent stage. This pattern is consistent with findings by Matimbwa *et al.* (2020) and Lukumay (2023), who documented similar progression patterns of E-HRM adoption in Tanzanian public sector organisations, where basic administrative functions are digitalised ahead of more technically complex HR processes. The relatively higher standard deviation for payroll management (SD = 0.966) indicates greater variability in respondent perceptions regarding

payroll digitalisation, potentially reflecting uneven system rollout or differential user experiences across departments.

The comparatively low mean and elevated variability for payroll digitalisation warrant closer interpretation. Payroll processing in LGAs typically involves integration with centralised government payroll platforms, multiple approval layers, and stringent financial-control requirements, which may slow full electronic execution relative to lower-risk functions such as recruitment postings or record-keeping. Some payroll sub-processes may remain partially manual as a deliberate internal control measure rather than purely a technological gap; the survey instrument was not designed to capture this distinction. A qualitative follow-up, even in the form of brief key-informant interviews with payroll and finance officers, would help clarify whether the lag in payroll digitalisation reflects system integration constraints, deliberate control safeguards, or genuine capacity gaps, and this approach is recommended as a direction for subsequent research.

These findings provide empirical validation for the first research objective and confirm that E-HRM has been meaningfully integrated into Mbeya City Council's HR management landscape, consistent with Tanzania's e-government reform agenda and the council's participation in national HRIS initiatives. However, the moderate rather than high applicability scores suggest that E-HRM adoption remains incomplete, with significant room for deepening digital integration across all HR functions.

4.4 Benefits of E-HRM in Public Sector Organisations

Seven benefit dimensions were evaluated across the same five-point Likert scale.

Table 5

Perceived Benefits of E-HRM Implementation (n = 250)

Statement	Mean	Std. Dev.	Interpretation
E-HRM improves operational efficiency	3.712	0.790	Moderately High
E-HRM enhances accountability	3.712	0.764	Moderately High
E-HRM reduces administrative costs	3.704	0.771	Moderately High
E-HRM improves data accuracy	3.704	0.782	Moderately High
E-HRM saves time in HR operations	3.660	0.817	Moderate
E-HRM improves transparency	3.656	0.846	Moderate
E-HRM improves decision making	3.644	0.858	Moderate
Overall Mean	3.685	0.804	Moderately High

Source: Field Data (2026)

The benefits analysis reveals a consistently positive perception of E-HRM's organizational contributions, with an overall mean of 3.685 (SD = 0.804). Operational efficiency improvement and enhanced accountability emerged as the highest-rated benefits (both $M = 3.712$), reflecting respondents' strong perception that E-HRM systems streamline HR processes and strengthen organizational governance standards. These findings are theoretically consistent with RBV theory, which posits that valuable and well-organized technological resources generate measurable organizational performance advantages (Barney, 1991; Shamout *et al.*, 2022). Cost reduction and data accuracy (both $M = 3.704$) were also highly rated, indicating that respondents perceive E-HRM as delivering tangible economic and informational quality benefits.

The perception that E-HRM improves transparency ($M = 3.656$) and decision-making ($M = 3.644$) is particularly significant for the public sector context, where accountability and evidence-based governance are fundamental institutional obligations. Ranked from highest to lowest, the seven benefit items were: operational efficiency and enhanced accountability ($M = 3.712$, tied), cost reduction and data accuracy ($M = 3.704$, tied), time saving ($M = 3.660$), transparency ($M = 3.656$), and decision-making ($M = 3.644$). The fact that decision-making support was the lowest-ranked benefit, despite E-HRM's demonstrated contribution to accountability and data accuracy, suggests that the gap lies less in a lack of analytical capability and more in the extent to which respondents currently experience E-HRM as a decision-

support tool in daily practice; the data are more consistent with an under-utilisation explanation than an outright absence of analytics functionality, since the same systems that generate accurate data ($M = 3.704$) are apparently not yet being routinely leveraged for decision-making. Budzyńska, (2025) similarly documented that digital HRM transformation in public sector organizations enhances transparency and administrative effectiveness, a finding corroborated by the present study. Androniceanu *et al.*, (2023) further established that HR analytics capabilities enabled by digital systems contribute substantially to public-sector workforce development and strategic decision-making capacity.

Time saving ($M = 3.660$) was perceived as moderately beneficial, suggesting that while E-HRM reduces some administrative time burdens, users also encounter time costs associated with system navigation, data entry, and technical problem-solving. This observation is consistent with Harb, (2026) finding that E-HRM time benefits are partially offset by system complexity and user unfamiliarity, particularly in resource-constrained developing country public institutions. The moderately high SD values across benefit items (0.764-0.858) indicate some variability in benefit perceptions, likely reflecting differential access to and proficiency with E-HRM systems across departments and employee categories within the council.

4.5 Challenges Affecting E-HRM Implementation

Seven challenge dimensions were assessed to provide a comprehensive profile of implementation barriers.

Table 6

Challenges Affecting E-HRM Implementation (n = 250)

Statement	Mean	Std. Dev.	Interpretation
Lack of training affects effective use of E-HRM	3.700	0.767	Moderate-High
Data security concerns affect E-HRM usage	3.696	0.773	Moderate-High
Internet connectivity is unreliable	3.684	0.802	Moderate-High
High implementation costs hinder E-HRM adoption	3.656	0.793	Moderate
Resistance to change affects E-HRM implementation	3.648	0.814	Moderate
Lack of ICT infrastructure affects E-HRM implementation	3.612	0.867	Moderate
Employees lack sufficient digital skills	3.612	0.872	Moderate
Overall Mean	3.658	0.812	Moderate

Source: Field Data (2026)

The challenges analysis reveals that respondents acknowledged a moderately significant range of barriers affecting E-HRM implementation, with an overall mean of 3.658 (SD = 0.812). Insufficient training (M = 3.700) emerged as the most critically perceived challenge, underscoring the human capacity dimension of successful E-HRM deployment. This finding is in strong alignment with the TOE framework's emphasis on organisational context factors, particularly internal skill bases and human resource capabilities, as determinants of technology adoption success (Tornatzky, 1990; Wong & Topimin, 2026). Rwigema (2020) similarly identified training deficiencies as the primary barrier to E-HRM adoption across East African public institutions, establishing a regional pattern that the present study corroborates within the specific Tanzanian LGA context.

Data security concerns (M = 3.696) ranked as the second most significant challenge, reflecting growing awareness among LGA employees of the risks associated with digital HR data management. This finding resonates with Chilunjika *et al.*'s (2022) work on responsible digital HR in the public sector, which identified data quality, fairness, and auditability as critical governance concerns in public institution E-HRM systems. As LGAs manage sensitive employee data, including payroll records, performance evaluations, and personal information, the significance attributed to data security challenges by respondents highlights an important area requiring strategic policy attention and

institutional investment in cybersecurity infrastructure.

Unreliable internet connectivity (M = 3.684) constitutes the third most significant challenge, directly reflecting Tanzania's infrastructure landscape, where internet coverage and quality remain uneven, particularly outside major urban centres. Ngowi *et al.* (2026) documented that the quality of internet connectivity is a significant determinant of ICT utilisation effectiveness in Tanzania's LGAs, corroborating the present study's findings. The Tanzania e-Government Strategy 2022 acknowledges infrastructure connectivity as a key impediment to digital service delivery and identifies it as a priority area for national investment. High implementation costs (M = 3.656) and resistance to change (M = 3.648) also constitute moderate but meaningful barriers, reflecting the financial and behavioural dimensions of E-HRM adoption challenges. The relatively lower mean scores for ICT infrastructure deficiencies (M = 3.612) and digital skills gaps (M = 3.612) among the challenge items may reflect partial mitigation through existing HRIS investments, though the persisting moderate scores indicate these remain significant concerns requiring continued attention.

4.6 E-HRM and Organisational Performance

Respondents assessed the perceived influence of E-HRM on five dimensions of organisational performance. These items were designed to capture both process-level efficiency improvements and broader organisational effectiveness.

Table 7

Perceived Impact of E-HRM on Organisational Performance (n = 250)

Statement	Mean	Std. Dev.	Interpretation
Employee productivity has improved	3.692	0.779	Moderate-High
Service delivery has improved due to E-HRM	3.680	0.817	Moderate-High
Organisational efficiency has improved	3.636	0.836	Moderate
HR processes are completed faster	3.624	0.842	Moderate
Overall organizational performance has improved	3.608	0.830	Moderate
Overall Mean	3.648	0.821	Moderate

Source: Field Data (2026)

The organisational performance findings indicate that respondents generally agree that E-HRM positively influences multiple dimensions of performance, with an overall mean of 3.648 (SD = 0.821). Employee productivity was perceived as the most significantly improved performance dimension (M = 3.692), suggesting that the automation of routine HR administrative tasks allows employees to redirect effort toward more productive work activities. This finding is consistent with Lukumay's (2023) documentation of productivity improvements attributable to HRIS implementation in Tanzanian organisations and with Kazlauskaitė's (2025) global evidence on E-HRM's operational performance contributions. Service delivery improvement (M = 3.680) as a consequence of E-HRM adoption is a particularly noteworthy finding in the LGA context, given that LGAs' primary mandate centres on citizen-facing service provision. This finding suggests that E-HRM-induced efficiency gains within internal HR administration are translating into observable improvements in external service

delivery, consistent with Mollel & Rutenge's (2024) findings from Tanzania's public sector. Organisational efficiency improvement (M = 3.636) and faster HR process completion (M = 3.624) further affirm E-HRM's operational value, while the overall organisational performance improvement item (M = 3.608) suggests a broadly positive but moderate aggregate performance effect. The standard deviations across performance items (0.779-0.842) indicate moderate variability in performance perceptions, reflecting heterogeneity in E-HRM implementation depth and effectiveness across different departments and HR functions within the council.

4.7 Correlation Analysis

Pearson correlation analysis was conducted to examine the bivariate relationships among E-HRM applicability, benefits, challenges, and organisational performance. Correlation coefficients (r) were assessed for statistical significance at the 0.01 level (two-tailed).

Table 8

Pearson Correlation Matrix of Study Variables

Variables	Applicability	Benefits	Challenges	Performance
Applicability	1.000	.733**	.728**	.725**
Benefits	.733**	1.000	.714**	.795**
Challenges	.728**	.714**	1.000	.847**
Performance	.725**	.795**	.847**	1.000

*** Correlation is significant at the 0.01 level (2-tailed).*

Source: Field Data (2026)

The correlation analysis reveals uniformly strong and statistically significant positive relationships

among all study variables ($p < 0.01$). E-HRM applicability demonstrated a strong positive

correlation with organisational performance ($r = 0.725$, $p < 0.01$), confirming that greater utilisation of E-HRM systems is associated with higher levels of perceived organisational performance. This finding is consistent with TAM's proposition that technology perceived as useful and actually utilised produces measurable performance outcomes (Davis, 1989; Schorr & Gorovoj, 2025).

E-HRM benefits exhibited the second strongest correlation with organisational performance ($r = 0.795$, $p < 0.01$), indicating that organisations that derive greater benefits from E-HRM implementation experience correspondingly higher performance levels. This finding provides strong empirical support for the RBV theory's proposition that valuable technological resources generate organisational performance advantages (Barney, 2001; Gerhart & Feng, 2021). The strong inter-correlation between benefits and applicability ($r = 0.733$) further suggests that the extent of E-HRM utilisation and the level of perceived benefits are closely associated, as would be expected in systems whose value is realised through actual use.

The strongest correlation observed was between implementation challenges and organisational performance ($r = 0.847$, $p < 0.01$). This positive correlation, although initially counterintuitive, highlights the significant finding that organisations that actively recognise, acknowledge, and engage with E-HRM implementation challenges are also those that invest more effort in system optimisation, user training, and problem resolution, resulting in higher performance outcomes. This finding may

reflect that organisations which acknowledge their E-HRM implementation challenges are, by that very act of acknowledgement, more proactive in addressing them, rather than the challenges themselves directly causing improved performance. To further substantiate this interpretation and provide readers a fuller picture of estimation precision, future reporting of this correlation matrix could usefully include 95% confidence intervals around each coefficient (e.g., via bootstrapping), which were not computed in the present analysis but would strengthen the precision with which these relationships are communicated. This interpretation is consistent with Harb's (2026) observation that proactive challenge identification and management is a hallmark of successful E-HRM adoption processes. Organisations that underestimate or ignore implementation challenges tend to achieve lower performance outcomes from E-HRM investments. All inter-variable correlations surpass $r = 0.70$, signifying that the study constructs are significantly interconnected while remaining conceptually distinct, thereby affirming the adopted multi-dimensional measurement approach.

4.8 Multiple Regression Analysis

Multiple linear regression analysis was conducted to determine the individual and collective predictive power of E-HRM applicability, benefits, and challenges on organisational performance. The analysis was performed using the enter method, with all three predictors entered simultaneously.

Table 9

Model Summary - Regression of E-HRM Variables on Organisational Performance

R	R Square (R^2)	Adjusted R^2	Std. Error of Estimate
.890	.793	.790	.295

Source: Field Data (2026)

The model summary indicates that the three E-HRM predictors collectively explain 79.3% of the variance in organisational performance ($R^2 = 0.793$, Adjusted $R^2 = 0.790$), a highly substantial explanatory power that situates E-HRM as a dominant determinant of performance variation within the Mbeya City Council. The high R value

of 0.890 confirms the existence of a strong multiple correlation between the predictor set and the performance outcome variable. This finding compares favourably with E-HRM performance prediction models reported in comparable studies in the developing country public sector context, where R^2 values typically

range from 0.55 to 0.75 (Mollet & Rutenge, 2024; Matimbwa & Masue, 2019), suggesting that the

E-HRM variables measured in this study are particularly potent predictors in the LGA context.

Table 10
ANOVA Results – Significance of the Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	82.197	3	27.399	313.973	.000***
Residual	21.467	246	.087		
Total	103.664	249			

*** $p < 0.001$

Source: Field Data (2026)

The ANOVA results confirm that the overall regression model is highly statistically significant ($F(3, 246) = 313.973$, $p < 0.001$), indicating that the combination of E-HRM applicability, benefits, and challenges provides a significantly better prediction of organisational performance than would be obtained by chance. The F-statistic of 313.973 is exceptionally large, reflecting the powerful explanatory contribution of the E-HRM construct set to performance variation. The

residual sum of squares of 21.467 represents unexplained variance attributable to factors not captured in the model, which may include leadership quality, employee motivation, budgetary conditions, and other organisational and contextual variables beyond the E-HRM domain. This confirms the model's suitability for predicting organisational performance and warrants an examination of individual predictor contributions.

Table 11
Regression Coefficients - Individual Predictor Contributions to Organisational Performance

Variable	B (Unstandardised)	Beta (Standardised)	t-value	Sig.	Interpretation
Constant	-0.252	—	-1.811	.071	Not significant
Applicability	.081	.067	1.412	.159	Not significant
Benefits	.418	.358	7.750	.000***	Significant predictor
Challenges	.563	.543	11.815	.000***	Strongest predictor

*** $p < 0.001$. *Dependent Variable: Organisational Performance.*

Source: Field Data (2026)

The regression coefficient analysis reveals important nuances in the individual predictive contributions of the E-HRM variables. The E-HRM challenges variable emerged as the strongest independent predictor of organisational performance ($\beta = 0.543$, $t = 11.815$, $p < 0.001$), indicating that the manner in which organisations identify and address E-HRM implementation challenges has the most substantial influence on performance outcomes. This finding points out the importance of proactive challenge management, infrastructure investment, and capacity building in E-HRM deployment strategies for LGAs. As previously articulated in the correlation discussion, organisations that systematically engage with

and overcome implementation challenges achieve markedly higher performance outcomes, consistent with the TOE framework's emphasis on organisational context preparedness (Tornatzky, 1990; Harb, 2026).

E-HRM benefits constituted the second significant predictor ($\beta = 0.358$, $t = 7.750$, $p < 0.001$), confirming that organisations that maximise the operational and strategic benefits derived from E-HRM systems achieve higher performance levels. The positive and significant beta coefficient validates the RBV proposition that E-HRM represents a valuable organisational resource whose strategic deployment generates measurable performance improvements (Barney, 2001; Mbamba & Sanga, 2024). The regression

equation is expressed as $\text{Performance} = -0.252 + 0.081(\text{Applicability}) + 0.418(\text{Benefits}) + 0.563(\text{Challenges})$, indicating that for each unit increase in benefits realisation, performance improves by 0.418 units (holding other variables constant), while for each unit increase in challenge recognition and management, performance improves by 0.563 units.

E-HRM applicability did not emerge as a statistically significant predictor of organisational performance when controlling for benefits and challenges ($\beta = 0.067$, $t = 1.412$, $p = 0.159$). This finding suggests that the mere extent of E-HRM adoption, in isolation, is insufficient to drive performance improvements. Rather, it is the quality of benefits derived from E-HRM deployment and the effectiveness of challenge management that determine performance outcomes. This conclusion is a theoretically significant finding that advances beyond simple adoption-focused models of E-HRM effectiveness toward a more complex understanding of how E-HRM creates organisational value, consistent with Bondarouk, Harms, *et al.*'s (2017) argument that E-HRM consequences depend critically on implementation quality rather than the extent of adoption alone.

5.0 Discussion of Findings

5.1 E-HRM Applicability and Its Theoretical Alignment

The study's finding that E-HRM is moderately to highly applicable within Mbeya City Council (overall $M = 3.714$) aligns closely with TAM's prediction that technologies perceived as useful and easy to use are more likely to be adopted and sustained in organisational settings (Davis *et al.*, 1989). The consistency of applicability perceptions across multiple HR functions suggests that E-HRM has achieved sufficient organisational embeddedness to constitute a mainstream HR management tool in the council. This finding extends Innocent & Masue's (2020) documentation of growing ICT integration in Tanzanian HR management by providing specific, function-level evidence of E-HRM applicability within an LGA context. The moderately high applicability scores also resonate with Tanzania's improved GovTech Maturity Index ranking in

2022, indicating that national-level digital governance investments are manifesting in measurable digitalisation outcomes at the subnational government level (Telecom Review Africa, 2024).

5.2 Benefits and Their Strategic Implications

The documented benefits of E-HRM, particularly improvements in operational efficiency, accountability, data accuracy, and cost reduction, provide strong empirical support for the RBV theoretical proposition that digital HR systems constitute strategically valuable organisational resources (Barney, 2001; Shamout *et al.*, 2022). These findings are consistent with Mollel & Rutenge (2024), who reported HRIS-driven efficiency improvements and cost reductions in Tanzania's public sector organisations, and with Innocent *et al.* (2025), who established that digital HRM transformation enhances transparency and accountability in government institutions. The finding that E-HRM enhances decision-making ($M = 3.644$) is particularly noteworthy in the public sector governance context, where evidence-based HR decision-making is a critical institutional competency. Androniceanu *et al.* (2023) established that digital HR analytics capabilities contribute to strategic workforce planning in public sector organisations, a benefit that LGAs, such as the Mbeya City Council, are beginning to realise through their E-HRM deployments.

5.3 Challenges and Contextual Barriers

The identification of training insufficiency, data security concerns, and unreliable internet as primary implementation challenges is theoretically consistent with the TOE framework's organisational and technological context dimensions (Tornatzky, 1990). These findings mirror those of Rwigema (2020) in East Africa, Harb (2026) in West Africa, and Mollel & Rutenge (2024) in Tanzania's state enterprise sector, establishing a consistent pattern of E-HRM implementation barriers across developing country public institutions that transcends national boundaries within the region. The significance attributed to data security concerns corroborates Chilunjika *et al.*'s (2022) advocacy for responsible digital HR governance in public institutions, while resistance to change as a

moderate barrier aligns with Bondarouk *et al.*'s (2017) documentation of behavioural adoption challenges across four decades of E-HRM research globally.

5.4 E-HRM and Organisational Performance

The regression finding that E-HRM benefits and challenges collectively explain 79.3% of performance variation represents a highly significant contribution to understanding E-HRM-performance dynamics in the developing country LGA context. The finding that challenges management ($\beta = 0.543$) is a stronger performance predictor than benefits realisation ($\beta = 0.358$) is theoretically novel and extends existing empirical knowledge by demonstrating that the effectiveness of organisational responses to E-HRM barriers is more consequential for performance than the benefit dimensions themselves. This finding implies that LGAs that invest strategically in overcoming E-HRM implementation challenges through infrastructure upgrades, training programmes to address the significant data security concerns identified as barriers to implementation, security enhancements, and change management strategies will achieve the greatest performance gains from their E-HRM investments. This conclusion is consistent with Ardabili *et al.*'s (2024) characterisation of E-HRM as a strategic instrument whose effectiveness depends on systematic organisational capability development and with Lukumay's (2023) finding that HRIS effectiveness in Tanzania is contingent on organisational investment in human and technical capacities.

6.0 Conclusion, Contributions, Implications, Limitations, and Recommendations

6.1 Conclusion

This study has provided comprehensive empirical evidence on the applicability, benefits, challenges, and performance implications of electronic human resource management in local government authorities in Tanzania, using Mbeya City Council as a representative case. The findings confirm that E-HRM has been meaningfully integrated into key HR functions within the council, generating positive outcomes in operational efficiency, accountability, data

accuracy, cost management, and organisational decision-making. However, the full realisation of E-HRM's potential is constrained by persistent challenges related to insufficient training, data security vulnerabilities, unreliable internet connectivity, high implementation costs, and gaps in employee digital skills.

Correlation analysis confirmed strong and statistically significant positive relationships among all study variables, while regression analysis demonstrated that E-HRM benefits and challenge management collectively explain 79.3% of organisational performance variation. These findings establish E-HRM as a dominant determinant of performance in the LGA context and specifically identify proactive challenge management as the most powerful mechanism through which E-HRM drives performance improvements. The study's theoretical framework, integrating TAM, the TOE Framework, and RBV theory, was well-supported by the empirical findings, which provided simultaneous validation of technology acceptance, contextual adoption determinants, and resource-based performance propositions.

6.2 Contributions to Knowledge

This study makes several original and significant contributions to the extant body of knowledge. First, it provides the first comprehensive, multi-dimensional investigation of E-HRM applicability in a Tanzanian LGA, filling a critical empirical gap in the literature on digital HR transformation in decentralised public institutions in developing countries. Second, the study advances theoretical integration by simultaneously applying TAM, the TOE Framework, and RBV theory to the E-HRM-performance relationship, generating a more holistic theoretical account of E-HRM adoption and effectiveness than single-theory frameworks allow. Third, the finding that challenges management is a stronger performance predictor than benefit realisation constitutes a novel empirical contribution that refines prevailing understandings of E-HRM-performance pathways and identifies proactive barrier management as a critical strategic lever for LGA administrators. Fourth, the study provides contextually grounded evidence from Tanzania's LGA sector that extends and enriches the East African and Sub-Saharan African E-HRM

literature, offering a more nuanced view of how global E-HRM phenomena manifest within the specific institutional and infrastructural context of Tanzanian local governance.

6.3 Practical and Policy Implications

The study's findings carry important practical implications for LGA administrators, HR managers, and public sector policymakers. From a management practice perspective, the findings underscore the imperative for LGA leadership to prioritise not merely E-HRM system acquisition but also systematic investment in the enabling conditions for effective E-HRM deployment, particularly employee training programmes, ICT infrastructure upgrades, internet connectivity enhancement, and data security frameworks. The dominance of challenges management as a performance predictor implies that organisations that allocate resources to overcoming implementation barriers achieve disproportionately greater performance returns from their E-HRM investments.

From a policy perspective, the Government of Tanzania and its local governance oversight agencies should consider developing dedicated digital HR capacity-building programmes to address the significant data security concerns identified as barriers to implementation tailored to the operational realities and resource constraints of LGAs. The Tanzania e-Government Strategy 2022 and the Tanzania Digital Economy Strategic Framework 2024-2034 provide strong policy foundations for such initiatives, but their translation into targeted LGA-level E-HRM support programmes requires explicit policy attention and budgetary commitments. Additionally, data protection and cybersecurity frameworks appropriate to the LGA context need to be developed and implemented to address the data security concerns that this study identifies as a significant implementation barrier.

6.4 Limitations of the Study

This study is subject to several limitations that should be considered when interpreting its findings and assessing their generalisability. First, the study was conducted in a single LGA (Mbeya City Council), which limits the external validity of the findings to other LGAs with potentially different levels of ICT infrastructure,

organisational capacity, and leadership commitment to digital transformation. Future studies should employ multi-site designs spanning multiple LGAs across different regions to assess the generalisability of these findings. Future replication studies could usefully target LGAs with contrasting characteristics, for example, comparing an urban council such as Mbeya City Council with predominantly rural district councils, to establish whether the applicability, benefit, and challenge patterns reported here hold across the urban-rural ICT infrastructure divide. Second, the cross-sectional research design, while appropriate for the study's descriptive and correlational objectives, precludes causal inference. Longitudinal designs tracking E-HRM adoption and performance outcomes over time would provide stronger evidence of causal relationships between E-HRM implementation and organisational performance. In particular, the cross-sectional design prevents the study from testing dynamic E-HRM-performance relationships, such as whether the performance returns to E-HRM investment change as systems mature, as user proficiency develops, or as initial implementation challenges are progressively resolved; a panel or repeated cross-sectional design following the same LGAs over several years would be needed to capture these maturation effects. Third, the study's reliance on self-reported perceptions, while standard in survey-based organisational research, may be susceptible to social desirability bias, wherein respondents may report more favourable assessments of E-HRM systems than their actual experiences warrant. Finally, the study did not examine specific E-HRM system types, integration levels, or technical specifications, which future research could incorporate to generate more system-specific implementation guidance.

6.5 Recommendations

The study's empirical findings and their theoretical and practical implications lead to the following recommendations:

First, local government authorities should substantially increase investment in continuous and structured digital literacy training programmes to address the significant data security concerns identified as barriers to

implementation for all employees, with particular emphasis on staff with certificate and diploma qualifications who currently demonstrate the greatest digital skills gaps. Training should encompass not only system navigation skills but also data management, security practices, and the strategic use of E-HRM analytics for evidence-based HR decision-making.

Second, the Government of Tanzania should prioritise the expansion of reliable high-speed internet infrastructure to all LGA facilities as a prerequisite for effective E-HRM implementation. Public-private partnerships with telecommunications providers and integration with national broadband expansion programmes to address the significant data security concerns identified as barriers to implementation under the Tanzania Digital Economy Strategic Framework 2024-2034 offer practical pathways for addressing connectivity deficiencies.

Third, LGAs should develop and implement comprehensive data security policies, systems, and employee awareness programmes to address the significant data security concerns identified as implementation barriers. Engagement with Tanzania's e-Government Authority (eGA) and the e-Government Security Operations Centre (eGSOC) can provide specialised cybersecurity support aligned with government-wide digital security standards.

Fourth, national and local government leadership should champion E-HRM adoption through visible advocacy, dedicated budget allocations, and accountability frameworks that track E-HRM implementation progress as a governance performance indicator. Senior leadership commitment has consistently been documented as a critical enabler of successful technology adoption in public sector organisations.

Fifth, future research should employ longitudinal designs, mixed-method approaches, and multi-LGA comparative frameworks to generate more causally robust and generalisable evidence on E-HRM effectiveness in Tanzania's decentralised governance system. Particular attention should be directed toward investigating the moderating roles of organisational leadership quality, digital literacy levels, and institutional readiness in shaping E-HRM-performance relationships across diverse LGA contexts.

Sixth, LGA leadership should institute structured change management programmes, including staff sensitisation campaigns, change champions within departments, and phased rollout strategies, to directly address the resistance to change identified as a moderate but persistent implementation barrier in this study. Embedding change management practice alongside technical and infrastructural investments would help ensure that E-HRM systems are not only installed but also genuinely embraced by the workforce responsible for using them.

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