

**THE INFLUENCE OF SOCIAL ASPECTS ON HUMAN RESOURCE
INFORMATION SYSTEMS AND ORGANIZATIONAL PERFORMANCE IN PUBLIC
UNIVERSITIES IN TANZANIA**

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ABSTRACT

This study investigates the influence of social aspects (people and organization structure) of Human Resource Information Systems (HRIS) on organizational performance in public universities in Tanzania. The study conducted at the University of Dar es Salaam (UDSM) and Mbeya University of Science and Technology (MUST), the research employed a quantitative design, utilizing a sample size of 204 academicians and administrative staffs who are supervisors and reached them through census approach. The findings revealed that social aspect has a positive and significant effect on organizational performance. The construct has a coefficient of 0.708, indicating that a unit increase in HRIS social aspect leads to 0.708 units increase in organizational performance. Moreover, a p-value of 0.000 was obtained, indicating the relationship is significant. The study concludes that both social and technical aspects of HRIS are critical for enhancing organizational performance. Based on these findings, recommendations include strengthening management engagement in the HRIS process through ongoing training and resource allocation, improving communication and collaboration among employees, optimizing HRIS technology for user-friendliness, and establishing continuous evaluation mechanisms to align HRIS with organizational goals. By addressing these areas, public universities in Tanzania can enhance HRIS effectiveness and improve their overall performance.

Keywords: Human Resource Information Systems (HRIS), Social Aspects, Organizational Performance, Public Universities Tanzania.

1. INTRODUCTION

Recently the promising uptake in the field of science and technology had propagate the rapidly engagement of Information Communication and Technology in administrative environments, hence Human Resource Information Systems (HRIS) have become indispensable for managing human resources and enhancing organizational performance (Sadiq et al., 2022; Abuhantash, 2023). HRIS blends social and technical aspects to streamline operations and improve efficiency, the social aspects encompass employee interactions, organizational culture integration, and communication channels for system use (Mutua et al., 2022). Conversely, the organization structure such system's design, functionality, are potential toward promoting application of HRIS toward promoting organization performance (Alboloushi, 2020). When these components are well-integrated, they significantly enhance operational efficiency and institutional performance

(Khan et al., 2023). HRIS has resulted in increased efficiency, high levels of job satisfaction, and enhanced communication feedback; hence the performance of the organization is improved (Lukumay (2023). The important thing is that HRIS can provide faster decision-making, development, design, and data administration because it is easier to store, classify, analyze data and update through the applicability of HRIS, so the organization can accommodate its human resources in a cost-effective manner without requiring too many resources (Mbamba & Sanga (2024).

In Tanzania, the government came up with the idea of implementing a computerized personnel management information system in response to economic factors in the late 1980s. Before the implementation of the computer-assisted personnel information system "HRIS," the Tanzanian government-maintained records manually, which resulted in an increase in the number of ghost employees, incomplete records, and delayed disclosure. The government has introduced the Human Resource Information System (HRIS) in its Ministries, departments, agencies, and authorities, including local governments, in order to address the limitations of the handbook's inclusion system for staff training and development plans (Linus, 2021; URT, 2010). Despite efforts to adopt and successful Integration of ICT in Human Resource Management through the adoption of ICT policy 2007, which propagates Tanzania in promoting e-government to ensure that public services are delivered appropriately in government, there is still workforce inefficiency toward improving performance to many organizations.

2. LITERATURE

Researches and scholarly works indicate that Human Resource Information Systems (HRIS) are universally regarded as an essential component of every organizational function (Sharna, 2019). Furthermore, many contemporary studies confirm that many organizations, public and private, in the world have integrated the usage of HRIS to influence effective organizational performance where the integration of ICT in human resource management has promoted efficiency in many organizations, particularly in developed nations rather than developing countries Ngulugulu *et al* (2023). Furthermore, the applicability of HRIS to organizations has provided crucial potentiality of reliable data, and reduced manual paperwork as well as the easily accessible of data has propagated easy decision making in many organizations. The integration of information systems in human resources has provided viable opportunities to many organizations since information systems combine multiple human resource functions into a single package (Matimbwa, 2023).

Moreover, the study by Mbaoso (2020) witnessed that the integration of HRIS had enhanced the organization's performance through easing tracking of employee's attendance, salaries management, online recruitment, performance appraisal, and other functions. Moreover, the study by Nurlina *et al.* (2020) revealed that many companies in Indonesia implemented an HRIS to reduce paperwork and provide accurate and timely data about the health workforce in Asia. HRIS also allowed HR managers to identify vacancies and ensure the hiring process was efficient and transparent. Haziazi (2020) confirmed in Oman that HRIS allows for storing, processing, and sharing information between employees and managers. This increases productivity, job satisfaction, and organizational commitment. In Malaysia, Tong (2018) believes that HRIS provides quality information to management, allowing them to make informed decisions on recruitment, performance appraisals, remuneration, and regulatory communications to improve organizational performance. The study conducted by Quaosar *et al.* (2021) in Bangladesh find out

that despite the promising viable benefits of HRIS in improving organizational performance, only a few corporate organizations in developing countries such as Bangladesh have begun to adopt and use HRIS since this decade, so the pace of HRIS adoption is limited to a few mid-sized and large organizations.

Linking the social technical theory to the applicability of HRIS and the performance of an organization, it states that technology is a crucial variable in describing an organization's effective human resource management (Bednar, & Welch, 2020). The theory assumes that the use of technology in human resources has substantial value in fostering the management of human resources and financial resources, which contributes to an organization's performance. According to Khashman & Al-Ryalat (2015), the theory identifies different social aspects such people and organization structure are crucial components toward the applicability of HRIS toward boosting organizational performance. Therefore, this theory helps to understand the integration of information systems in human resources in public universities and how it improves employee performance through the developing automation HRIS services as indicated by the research variables. This theory is linked to the current study in the sense that it calls for better application of HRIS to improve performance in the organization through providing appropriate strategies which can embrace the usage of new technology in the organization and foster better performance.

Since the pace of integration of HRIS, its went viral across the globe, where the application of HRIS in the organization, particularly in developed nations, has attained to enhance organization performance compared to developing countries such as Pakistani (Khan *et al.*, 2023), Uganda (Mpima & Nabukenya, 2019), Zimbabwe (Tapiwa *et al.*, 2022), and Ethiopian (Dilu *et al.*, 2017), Kenya (Luseno, 2023), Indonesia, (Nurlina, *et al.*, 2020). Third-world countries in Sub-Saharan Africa have embraced the potentiality of using HRIS in various public services to enhance the community to obtain better services; however, the level of compliance in a developing country varies from one nation to another (Kiruja, 2021; Udekwe *et al.*, 2021; Nthiga, & Nyang'au, 2021; Kumar & Jagadeesan, 2024). Therefore, Human Resource Information System is prevalent in this contemporary era where many organizations are used worldwide, both in the public and private sector. The integration of HRIS in the organization, particularly in this era, is regarded as a strategic tool toward ensuring that the organization attains its intended objective, however this can be achieved by having an innovative workforce equipped with appropriate knowledge and skills (Matsiko, 2019; Mbauso, 2020).

In Tanzanian universities, managing a diverse workforce of academic, administrative, and support staff presents unique challenges. These institutions must optimize operations while upholding high educational standards (Mathew, et al 2023). Implementing HRIS can address many of these challenges by improving workforce planning, data management, and decision-making processes (Bilgic, 2020). However, the success of HRIS hinges not only on system design and user interaction but also on the level of management support. This support is pivotal in leveraging the social and technical aspects of HRIS to enhance organizational performance (Kumar & Jagadeesan, 2024).

Despite HRIS's transformative potential in public universities, the applicability of HRIS particularly regarding its social and technical components remains underexplored (Sadiq et al., 2022; Abuhantash, 2023). While various studies have examined adoption of HRIS's on

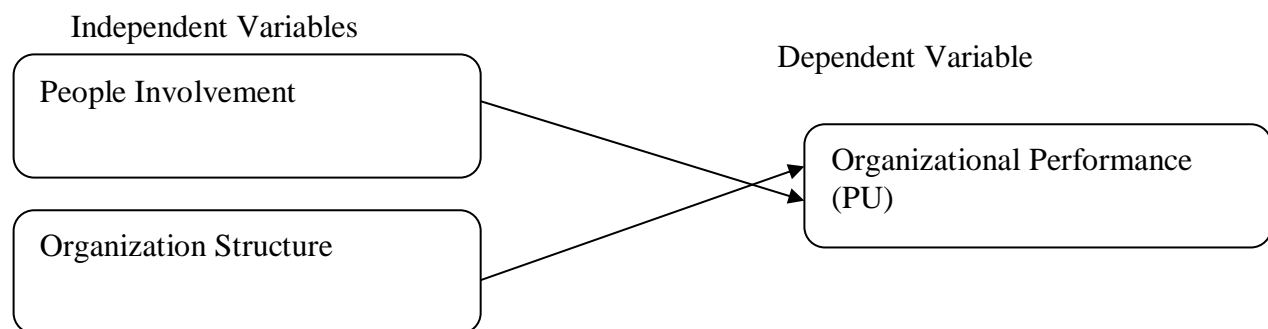
organizational performance, but the influence of social aspects toward promoting organizational performance has not been sufficiently investigated (Mutua *et al.*, 2022; Ibrahim & Ali, 2023). Understanding how the clear engagement employees and organization structure to be in place shape HRIS success is crucial for optimizing its benefits (Kumar & Jagadeesan, 2024). That juncture are the grounds that attract the researcher to conduct a study by assessing the influence of social aspects on Human Resource Information Systems and Organizational Performance in Public Universities in Tanzania

Therefore, based on these findings, it is reasonable to propose this hypothesis:

H1: *There is no significant influence of HRIS social aspects, as measured by people and structures, on organizational performance in public universities in Tanzania*

Conceptual Framework

Based on the literature review and the formulated hypotheses, a conceptual framework has been developed to guide the testing of these hypotheses. Figure 1 illustrates the proposed relationships that will be examined in this study.



Source: Authors Construct (2025).

3. MATERIALS AND METHODS

3.1 Study Area

The study was conducted at two public universities in Tanzania: The University of Dar es Salaam and Mbeya University of Science and Technology. It investigates the influence of the social aspects of Human Resource Information Systems (HRIS), specifically people and organizational structure, on organizational performance in public universities in Tanzania. The selection of these two case studies is justified by the enactment of the ICT Policy of 2003, which mandates the adoption of e-government in public sector service delivery. Additionally, the study is motivated by global and regional university rankings, as reported by UniRank (2023), which indicate that Tanzanian universities are not performing favorably. This underscores the relevance and necessity of this research

3.2 Research Approach and Design

This study is grounded in the philosophy of positivism, which provides a robust framework for examining the impact of HRIS on organizational performance (Matimbwa & Masue, 2020; Matimbwa & Saunders *et al.*, 2018). Positivism operates on the premise that reality exists independently of human perception and can be understood through objective observation and

empirical analysis rather than subjective interpretation. To explore these dynamics, the study adopted a quantitative research approach, specifically designed to assess the influence of social aspects people and organizational structure of Human Resource Information Systems (HRIS) on organizational performance in public universities in Tanzania, focusing on the University of Dar es Salaam (UDSM) and Mbeya University of Science and Technology (MUST). The quantitative method involved the systematic collection of numerical data through structured, paper-based questionnaires using a Likert scale, ensuring reliability and consistency in data gathering.

Following data collection, statistical analysis, including Partial Least Squares Structural Equation Modeling (PLS-SEM), was employed to quantify relationships between the studied variables. This rigorous approach not only facilitated the derivation of objective and data-driven conclusions but also aimed to generate findings that could be generalized across similar institutional settings

3.3 Population and Sampling

The study utilized a sample size of 204 respondents, consisting of supervisors from two public universities: Mbeya University of Science and Technology (MUST) and the University of Dar es Salaam (UDSM). To ensure comprehensive coverage, a census approach was adopted, allowing for the inclusion of all supervisors in the assessment of the influence of social aspects people and organizational structure of Human Resource Information Systems (HRIS) on organizational performance within their respective institutions. Additionally, a simple random sampling technique was employed to select key informants from both academic and administrative staff. This approach ensured a representative and unbiased selection of participants, enhancing the reliability and validity of the study's findings.

3.4 Data Analysis

In this study, SPSS descriptive analysis and Partial Least Squares Structural Equation Modeling (PLS-SEM) were utilized to systematically capture and interpret respondents' attitudes and perceptions regarding the role of HRIS automation services in enhancing organizational performance. The PLS-SEM approach was specifically employed to evaluate the influence of social aspects people and organizational structure of Human Resource Information Systems (HRIS) on organizational performance by analyzing regression coefficients and p-values, thereby providing statistical validation of the relationships.

Data collection was conducted using a structured questionnaire designed to assess the impact of HRIS social aspects on organizational performance in public universities in Tanzania. The collected data were analyzed and presented in tables, frequencies, and percentages, ensuring a clear and structured interpretation of the findings. Using a structured Likert scale, the study quantified respondents' levels of agreement or disagreement on key statements related to the role of HRIS social aspects in organizational performance. By integrating both methods, SPSS provided an initial descriptive overview, while PLS-SEM ensured statistical rigor in hypothesis testing, leading to a comprehensive and data-driven conclusion

3.5 Ethical Considerations

Ethical standards were rigorously upheld throughout the study to ensure compliance with established research guidelines. Formal approval for conducting field research was obtained from both the University of Dar es Salaam (UDSM) and Mbeya University of Science and Technology (MUST) in accordance with institutional and ethical requirements.

Participants were fully informed about the study’s purpose, the voluntary nature of their participation, and the confidentiality measures in place before providing their informed consent. To maintain ethical integrity, strict protocols were followed to safeguard participant anonymity, ensuring that all personal information was handled with the highest level of security and confidentiality.

4. RESULTS FINDINGS AND DISCUSSION

4.1 Demographic Information of Respondents

The characteristics of 204 respondents who participated in the study are summarized and presented in bar charts and pie charts. Specifically, the study considered respondents' gender, age distribution, highest education level, working institution, occupation (academic or supporting staff), and working experience in the current university. The findings are presented in the following subsections.

Table1: Demography Information of Respondents

Respondents’ characteristics	Frequency	Per cent
<i>Gender</i>		
Male	150	74
Female	27	26
Total	204	100
<i>Age</i>		
18-35 years	22	11
36-59 years	172	84
60years and above	10	5
Total	204	100
<i>Education Level</i>		
Adv Diploma/Bachelor Degree	3	2
Post Graduate Diploma/ Master Degree	42	20
PhD and above	159	78
Total	204	100
<i>Working Institution</i>		
MUST	63	31
UDSM	141	69
Total	204	100

Occupation		
Academicians	168	82
Supporting Staffs	36	18
Total	204	100
Working Experience		
1-5 years	3	2
6-10 years	12	6
11-15 years	100	49
16-20 years	78	38
21 years and above	11	5
Total	204	100

Source; Filed Data (2025)

4.2 Gender

The results show that most respondents integrated into the study sample comprised both males and females. Table 1 presents that out of 204 respondents who integrated with the study, 73.5% were male, and the rest, 26.5% were female. The results indicate that more men participated in the survey than their female counterparts. This variation can be described by the fact that the number of educated men is higher than that of women in Tanzania. Such a state could be because of the sociocultural setting of most societies in Tanzania or even in most African states that prefer to educate a male child as compared to a female child. The findings concur with Opuku et al. (2024), who discovered that women are less likely to enter the workforce. According to Masue and Kiwango (2020), the findings also support the need for affirmative action to ensure equal opportunity for women and men handling positions in the organization.

4.3 Age of Respondents

The study findings reveal that the age of respondents who were integrated into the study was classified into three parts, as indicated in Table 1 above. Firstly, the conclusions showed that youth aged 18-35 contributed 10.8% of the employed respondents. Secondly, the findings revealed that adults aged 36-59 constituted 84.3% of the total respondents, implying that the majority of the respondents were adults. This further means that the majority involved were senior and well-experienced respondents, which captured potential information about this study. Lastly, respondents aged 60 years and above constituted 4.9% of the employed respondents.

4.4. Education Level

The education level of the respondents is shown in Table 1 According to the study findings, 77.9% of respondents held a PhD or higher, 20.6% had a postgraduate diploma or master's degree, and 1.5% held an advanced diploma or bachelor's degree. According to the findings, two-thirds of the participants held a PhD or above and were qualified to supervise various positions at the two public universities (MUST & UDSM). The minority, mainly those holding bachelor's and advanced diploma degrees, were found to be supervisors to the supporting staff.

4.5 Working Institution

The respondents who were integrated into the study were from the University of Dar es Salaam and Mbeya University of Science and Technology. The study employed the census to reach the respondents to both public universities. As presented in Table 1, the study findings indicated that 69.1% of the employees engaged in the study were from UDSM. On the other hand, 30.9% of the employees integrated into the study to provide critical information on the application and usage of HRIS, management support, and organizational performance were from MUST. This implies that the employed research tool somewhat reached out to the two institutions. Simply put, the census method employed was adequate in collecting helpful information regarding the study subject lines of research.

4.6 Working Occupation

Furthermore, Table 1 presents the respondents' current occupation. A total of two designations were identified at the university. These include academicians and supporting staff. Of the 204 respondents, the majority (87.3%) were academicians, followed by helping staff of 12.7% from UDSM & MUST. The response signifies that academicians who studied at different universities worldwide are leading to supervision positions; hence, they can propagate effective utilization of HRIS toward promoting organizational performance.

4.7 Working Experience

The work experience of the respondents was also assessed, and the findings are presented in Table 1. This study defines work experience as the duration an employee has served in the institutions. This variable was captured based on the employee's years until the interview date. The worker's experience was divided into five sorts, namely, 1-5 years, 6-10 years, 11-15 years, 16-20 years, and more than 21 years. The results in Table 4.1 show that 1.5% of respondents had served in the institution for 1-5 years, while the rest served for 6-10 years (5.9%), 11-15 years (49%), 16-20 years (38.2%) and more than 21 years (5.4%). The result indicates that most respondents have sufficient work experience of 11-15 years in the institutions where they work.

4.10 Impact of HRIS social aspects on organizational performance

This section entails a description of the study variables. In particular, the specific test items of each key variable are analyzed in terms of frequencies and percentages to depict the distribution of the respondent's responses. Therefore, this section is divided into two parts. The first part entails a descriptive analysis of the respondents' views on the HRIS social aspects basing in two aspect people's involvement and organizational structure. The aspect focus assesses how these social aspects impact on organizational performance due to application of HRIS. The section is subdivided as follows:

4.10.1 People Involvement (Social Aspects of HRIS)

This HRIS construct variable consisted of 6 construct variables, as indicated in Table 4.3. Regarding the first construct, the findings revealed that most (87.3%) of the sampled respondents agree that HRIS enhances effective communication among employees. Most (87.8%) respondents agree that HRIS facilitates effective department communication. Similarly, the results showed that most (80.2%) respondents agree that the HRIS structure allows for better organizational decisions.

Most (84.0%) also agree that the HRIS structure aligns with our university's strategic goal. Lastly, the findings revealed that most (86.8%) respondents agree that HRIS enhances employee collaboration and teamwork. Therefore, the results describe HRIS in terms of people involvement as an effective tool for communication and cooperation within different departments.

These results are consistent with the findings of the followings studies (Masele, & Kagoma, 2023; Mgaiwa, 2021b; Lukumay,2023; Ngulugulu, *et al*,2023). who investigated interrogated the critical determinants of HRIS usage organization performance in Tanzania which the findings ascertain that technological characteristics, organizational support, and user characteristics were the factors that propagate the practical applicability of HRIS. The so the study it emphasizes that management should ensure that engagement through providing the training by doing so its integration of HRIS in Local government has fostered several advantages in service delivery. The organization which offers fair platform to its employees in terms of involvement due to uptake of new technology stimulate better organization performance and it enable the organization to achieve the intended objectives of the organization and meet customer satisfaction by since the organization manpower are being well aligned through usage of technology. So, any organization which strive to attain its organization goal it should invest in its manpower by providing appropriate training to its workforce where will be able to work in innovative way and comply with technology in order to propagate the organization performance.

Table 2: People's Involvement in HRIS

Test Item	SD	D	NS	A	SA
Effective communication	2.5%	1.9%	4.0%	87.3%	4.4%
The HRIS facilitates effective communication between different departments	3.5%	0.5%	3.4%	87.8%	6.9%
HRIS structure allows better decisions in an organization	7.0%	0.4%	7.4%	80.2%	5.0%
The HRIS supports feedback mechanisms effectively	1.5%	0.5%	5.9%	86.3%	5.9%
HRIS structure aligns with our university's strategic goal	0.9%	2.8%	8.3%	84.0%	4.0%
The HRIS enhances employee collaboration and teamwork	1.3%	1.4%	7.0%	86.8%	4.9%

Source: Data analysis (2024)

4.10.2 Organizational Structure (Social Aspects of HRIS)

The HRIS social aspect construct variable's organizational structure comprised 5 test items. The findings in Table 2 indicated that most respondents (81.9%) agree that HRIS aligns well with the university's current organizational structure. Similarly, the results revealed that most (82.8%) respondents agree that HRIS effectively supports the organizational hierarchy and reporting lines. Also, the findings indicated that the majority (80.9%) agree that The HRIS clarifies roles and responsibilities within the university. The findings further depicted that the majority (87.8%) of the respondents agree that the HRIS integrates well with other organizational systems and processes. Lastly, the findings indicated that most (81.4%) respondents agree that HRIS effectively manages staff records and data which the findings correspond with the studies of Luseno, 2023; Matimbwa 2023; Mathew, et al 2023) who investigated the determinants of HRIS usage in

organization in Tanzania which the findings ascertain that technological characteristics, and organizational support, are key factors that propagate the practical applicability of HRIS once the organization structure are in place likely to enhance organization performance through the integration of technology in human resource hence the manpower become a substantial resource in achieving organization performance. So in order the things to be in place every organization which need to meet competitive advantage had taken the promising imitative to ensure that the organization structure support accordingly the applicability of HRIS in the organization by doing so had promoted the performance to organization and the initiatives need to be sustainable in order to meet the technology change which occur daily due to the rapid innovation in the field of science and technology.

Table 3: Organizational Structures (Social Aspect of HRIS)

Test Item	SD	D	NS	A	SA
The HRIS aligns well with the current organizational structure of the university	1.6%	5.0%	10.0%	81.9%	1.5%
The HRIS supports the organizational hierarchy and reporting lines effectively	3.2%	5.5%	7.0%	82.8%	1.5%
The HRIS clarifies roles and responsibilities within the university	4.0%	4.6%	10.0%	80.9%	0.5%
The HRIS integrates well with other organizational systems and processes	1.2%	1.5%	6.0%	87.8%	4.9%
The HRIS effectively manages staff records and data.	2.0%	1.1%	12.0%	81.4%	0.5%

Source: Data analysis (2024)

4.10.3 Partial Least Square Structural Equation Model

Therefore, this study used PLS-SEM to ascertain the structural associations among the variables of social aspects and organization performance. Before the structural equations, preliminary assessments were conducted to evaluate model fitness.

Table 4.: Coefficients and P-Values

Variables	Coefficient	P-value
SA to OP	0.708	0.000

Key: SA= Social Aspect, and OP=Organizational Performance

Source: Study Findings (2024).

Based on the findings above, it was indicated that the Social Aspect has a positive and significant effect on Organizational Performance. The construct has a coefficient of 0.708, indicating that a unit increase in HRIS social aspect leads to 0.708 units increase in organizational performance. Moreover, a p-value of 0.000 was obtained, indicating the relationship is significant. Therefore, the null hypothesis (H1) is rejected. HRIS Social Aspect has a significant influence on organizational performance. Therefore, the findings are in line with the studies of (Bednar, &

Welch, 2020; Abbas, & Michael,2023) which ascertains that the use of technology in human resources has a substantial value in terms of fostering the management of human resources and financial resources, which contributes to an organization's performance. The sustainable development of organization performance is determined through the flexibility of particular organization to embrace technology and link with manpower which is critical aspects in achieving it goals and meeting the competitive advantage. Therefore, many organizations in this contemporary era had considered Human Resource Information System (HRIS) as strategies initiatives toward promoting organization performance through linking it with workforce.

6. CONCLUSION AND RECOMMENDATION

This study concludes that social aspects of HRIS are crucial for improving organizational performance in public universities. The strong correlations and significant impact of these factors indicate that the success of HRIS implementation depends on both social aspects of people involvement and the organization structure. However, the usage of HRIS on public sector including the public university is still is not promising because of insufficient of HRIS infrastructure, scarcity of power, insufficient of knowledge and skills to users. However, these recommendations can be observed;

- i. Improving HRIS Tasks Automation services: Efforts should be made to enhance communication and collaboration between employees by implementing policies that encourage teamwork and interaction. This could include workshops or team-building initiatives that focus on improving employee engagement with the HRIS.
- ii. Continued Evaluation and Feedback: Establishing mechanisms for continual evaluation and feedback regarding HRIS usage can help universities identify areas for improvement, ensuring the system remains effective and aligned with organizational goals.
- iii. The government should take sustainable initiatives toward ensuring that the public university are well equipped with HRIS infrastructure by doing so will enhance effective and efficiency in organizational performance and it will be foundation and building block for the better sustainable service delivery in Tanzania public university.

By addressing these key areas, public universities in Tanzania can improve the overall performance of their HRIS and, consequently, their organizational effectiveness

8. LIMITATION OF THE STUDY

The study is partial because it is based to the two public universities in Tanzania, so the findings obtained cannot be a general the status of whole context of Tanzania on the influence of social aspects on human resource information systems and organizational performance in public universities in Tanzania. Therefore, more research should be conducted in private and public university to investigate the influence of social aspects on human resource information systems and organizational performance in order to be able to validate the findings.

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