

Effectiveness of HRIS Personnel Records Management on Performance of Higher Learning Institutions: A Case of Tengeru Institute of Community Development

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Abstract

Organisations recognise that human resource information systems improve HR efficiency and, hence, organisational effectiveness. This has increased the adaptability of these systems, but methods of quantifying their efficiency are challenging. Given the time and expense associated with HRIS deployment, organisations must justify this commitment. Therefore, this study sought to assess the effectiveness of HRIS personnel records management on the performance of higher learning institutions, in the case of the Tengeru Institute of Community Development. The researchers employed a descriptive research design in the course of conducting the research. The population of this research consisted of all employees of all departments of TICD. The researchers used simple random sampling to select respondents. Both primary data and secondary data were collected for the study. Data were analysed using descriptive and inferential statistics with SPSS version 26.0. Findings revealed a significant relationship between HRIS personnel records and TICD performance. The majority of respondents agreed that human information systems (HRIS) can track employee movement and improve information dissemination. HRIS is effective in meeting strategic goals and enabling employees to meet expectations. Implementation has reduced work duplication and improved employee performance. HRIS personnel records management is useful for keeping correspondence records and maintaining leave records. The composite mean of 3.5 indicates that HRIS personnel records management significantly affects the performance of TICD. The study recommends that the Tanzanian government should integrate Human Resource Information Systems (HRIS) into its all-HR management processes to enhance operational effectiveness, reduce work duplication, and improve personnel records management. Investing in employee training and change management strategies will maximise HRIS benefits and enhance organisational performance.

Keywords: Human Resources Information Systems, Personnel Records Management, Performance, Higher Learning Institutions.

1.0. Introduction

In today's dynamic and competitive higher education landscape, the effective management of personnel records plays a pivotal role in shaping the performance and operational efficiency of higher learning institutions. In this regard, Human Resource Information Systems (HRIS) have emerged as a transformative tool, offering a comprehensive approach to personnel records management, strategic decision-making, and organizational effectiveness. The usage of the HRIS entails the interaction process between information technology and the human resource management system, which integrates a database shared by human resources as a common language that integrates and enhances the efficacy of the HRIS (Hanif, 2017).

Globally, the use of technology in human resources (HR) has increased dramatically, and HR management techniques are evolving with CEOs, managers, and workers consider it as a must-have tool in organisational operations (Schäffner, 2020). Between the 1960s and 1980s, human resources were incorporated into the main company goal, and there was a major increase in policy and regulatory reporting obligations for workers (Mutahi & Businenei 2018). The human resource department portrayed a potential to surpass other computer-access work categories as a major consumer of the day's expensive computing equipment. During this time, HRIS systems were computerised and well established in size and breadth, and basic record-keeping methods were incorporated and maintained (Sadiq et al., 2022).

Africa has been lagging behind with technology adoption and utilisation, especially in workplaces compared with the rest of the world. Challenges such as financial, awareness, education level, security and poor infrastructure has limited adoption of workplace technology such as HRIS in organisations (Obeidat, 2019). Despite the challenges confronted by organisations, adopting HRIS is still essential to satisfy the changing demands of the firm, including employee performance, which leads to better organisations in the long term. Africa must use current ICT and other related technologies to rationalise or transform its internal HR procedures (Sulastri, 2018).

Apart from the global practices on HRIS and limited utilisation of HRIS in Africa across different industries, the use of HRIS in academic institutions is critical and useful for proper management of employees and the achievement of strategic objectives (Piabuo et al., 2017). Today's learning institutions encounter several uncertainties and shocks that have an impact on how firms run. Globalisation, ever-changing, innovative technical developments, changing roles within companies, ever-growing active trade unions, uncertain economic, political contexts, ethical and environmental challenges have pushed organisations to consider new ways to manage people including adopting HRIS (Sixtus, 2022). HRIS adoption and implementation at educational institutions is frequently described as engaging and tough work that radically alters organisational personnel's social culture, structure, procedures, and reactions, such as their commitment.

In educational context, HRIS allows HR to assume a more strategic position by reducing the time required to complete institutional tasks and processes. HRIS contributes to more rapid decision-making for institutions in areas such as HR growth, planning, and administration due to the ease with which information is stored, retrieved, updated, categorised, and analysed (Paulo, 2017). According to Grant (2020), despite the limited utilisation of HRIS among organisations, few academic institutions especially public institutions such as Tengeru Institute of Community Development have adopted and implemented HRIS. However, there is little evidence of the effectiveness of HRIS systems after adoption (Lukumay, 2021) especially in academic institutions. This creates a knowledge gap in the research. Therefore, the study employs a case of Tengeru Institute of Community Development to examine the effectiveness of HRIS on organisational performance at the Tengeru Institute of Community Development which would be essential in providing a body of knowledge.

2.0. Literature Review

The Diffusion of Innovation Theory provides a comprehensive framework for understanding the adoption and dissemination of innovations within a social system. This theory has been widely applied across diverse fields. In the context of Human Resource Information Systems (HRIS) and organizational performance, the Diffusion of Innovation Theory offers valuable insights into the processes and dynamics that shape the adoption and effectiveness of HRIS in enhancing operational efficiency, decision-making, and strategic outcomes within organizations. The below insights illuminate the brief background of the theory, assumptions, strengths and weaknesses and its application in HRIS.

2.1 Diffusion of Innovation Theory

The Diffusion of Innovation Theory was developed by Everett Rogers, a prominent communication scholar and sociologist. The theory was first introduced in 1962 in Rogers' book titled "Diffusion of Innovations" (Mack, 2023). This seminal work has had a significant impact on various fields, including sociology, medicine, and economics, and has been widely cited and referenced in academic literature.

Rogers' theory defines diffusion as the process by which an innovation is communicated through certain channels over time among the members of a social system. The theory encompasses four main elements: innovation, communication channels, time, and the social system, and it explores the factors that influence the adoption of innovations within a social context (Zhong & Gou, 2023).

The diffusion of innovation theory is based on several key assumptions:

Rate of Adoption: It assumes that the rate of adoption of an innovation follows a predictable pattern, with different groups of individuals adopting the innovation at different stages.

Innovator Categories: It categorizes individuals into innovators, early adopters, early majority, late majority, and laggards based on their willingness to adopt new innovations.

Innovation Characteristics: The theory identifies five key characteristics of an innovation that influence its adoption: relative advantage, compatibility, complexity, trialability, and observability (Mustonen-Ollila, 1998; Zhang et al., 2015).

Mustonen-Ollila (1998) and Zhang et al. (2015) highlight the reality of the strengths and weaknesses of diffusion and innovation theory. From the strengths point of view, the following aspects were noted:

Predictive Power: The theory provides a framework for predicting the rate and pattern of adoption of innovations within a population.

Understanding the Adoption Process: It helps understand the factors that influence the adoption of innovations, including the role of communication channels and social systems.

On the weakness view, the following aspects were noted:

Simplistic Model: The theory's categorization of individuals into adopter categories may oversimplify the complex process of innovation adoption.

Neglect of Contextual Factors: It may not fully account for the influence of contextual and cultural factors on the adoption of innovations.

Limited Emphasis on Resistance: The theory may not adequately address the factors that contribute to resistance to innovation adoption (Mustonen-Ollila, 1998; Zhang et al., 2015).

Despite the above strengths and weaknesses, the theory is applicable to a wide range of contexts, including the adoption of new technologies, educational practices, and healthcare interventions. It has been used to understand the adoption of innovations such as autonomous vehicles, mobile banking, telemedicine applications, and cross-laminated timber in architectural design, among others (Farzin et al., 2022; Zhong & Gou, 2023; Gumilang, 2024).

Specifically, the theory is applicable in the HRIS context, as highlighted by Miraza and Shauki (2023), who assert that by applying the theory, organizations can:

Identify different adopter categories within the organization and tailor strategies to address the needs of each category.

Understand the characteristics of HRIS innovations that influence their adoption, such as their relative advantage, compatibility with existing systems, and complexity.

Develop targeted communication and implementation strategies to facilitate the adoption of HRIS functionalities across different user groups.

Predict the rate of adoption of HRIS innovations and plan for effective change management strategies.

Therefore, the Diffusion of Innovations theory provides a valuable framework for understanding the adoption and diffusion of innovations, including HRIS technologies within organizations. By leveraging the insights from this theory, organizations can develop effective strategies to promote the adoption of HRIS innovations and manage the change process effectively. However, it is important to consider the limitations of the theory and to complement it with a nuanced understanding of the organizational context and cultural factors influencing innovation adoption (Miraza & Shauki, 2023).

2.2 Empirical Literature Review

The management of personnel records in higher learning institutions plays a pivotal role in ensuring operational efficiency, strategic decision-making, and overall organizational performance. In recent years, the adoption of Human Resource Information Systems (HRIS) has gained prominence as a means to enhance the management of personnel records and improve organizational effectiveness. This empirical review aims to critically assess the effectiveness of HRIS personnel records management on the performance of organisations through different studies conducted by scholars.

One of the studies on the aspects of HRIS and performance was conducted by Kemei (2019) that examined the influence of HRIS utilisation on employee performance in private universities in Kenya, a case study of

USIU-Africa. The study concluded that when HRIS component function is optimal, employee performance is significantly improved. Employee performance is enhanced when the HRIS self-service portal is easily accessible. HRIS improves the human resource records management and communication of information within the organisation.

Additionally, in a study by Udekwe et al. (2021) that employed a systematic literature review method to highlight HRIS usage in South Africa's health system. The study emphasises its impact on human resource management, workforce management, and the use of information systems and technology within the health sector. The study found that HRIS benefits are the most researched, indicating the importance of HRIS in sustaining organisational performance. This aligns with the discussion on the contribution of HRIS to organisational performance, as it emphasises the significance of HRIS in enhancing workforce management and decision-making processes.

Apart from the above studies, the study by Potgieter and Mokomane (2020) investigates the implementation of HRM functions in small manufacturing companies (SMCs) and the perceived importance of these functions. The authors used a qualitative research design and conducted semi-structured interviews with eight participants. The findings indicate that HRM functions, including HRIS, are crucial in SMCs, but barriers such as limited budget, lack of resources, and inadequate systems negatively affect their implementation and subsequently the company's performance. The study's practical implications highlight the importance of all HRM functions, including HRIS, in enhancing organisational performance despite the initial costs associated with implementation.

On the other hand, Hatib (2020) evaluates the role of the Human Resource Information System (HRIS) in enhancing effective human resource management. The findings of the study showed that CBE has made some efforts to adopt HRIS technology; for example, it is used for payroll processing, which uses the system Pastel and makes any deduction regarding employees' salaries. Also, a system called Human Capital Management Information Systems (HCMIS), which gives information on staff, has been connected with "Utumishi," and CBE management is able to update employee status, which eases communication among top and bottom and supports the development of workers. However, the study realised that many staff were reluctant to use the technology, citing the issue of computer virus threats even though they are protected by modern anti-virus technology.

In examining the application of HRIS in academic institutions, Altarawneh (2019) looked at the perceived benefits and barriers in a study on the implementation of HRIS in Jordanian universities. He established that HRIS in Jordanian universities was adopted for HRM activity automation to obtain some general administrative routine purposes. The system was reported to provide faster responses and reliable information access. Hussain et al. (2017) focused on the use and impact of HRIS on HRM professionals. They noted that HRIS improves the performance of the company. This enhanced the perceived importance of HR personnel in organisations, which, unfortunately, was not agreed upon by top non-HR personnel.

Kumar (2018) assessed the extent to which the HRIS enhances organisational efficiency in an interrelated and holistic manner, as determined by its impact on HR, time management, employee relocation, and managerial satisfaction with the system. The results indicate that HRIS significantly enhances overall organisational efficiency and its sub-dimensions (HR functions, time management, employee relocation, and managerial satisfaction with the system) in an interrelated and holistic manner, though varying degrees.

The study by Ramírez and Ponce (2020) focuses on the perceptions of university stakeholders regarding the impact and benefits of human resource information systems (HRIS) in Spanish universities. Through the use of a questionnaire and statistical analyses, the study reveals the significance of transmitting information about human resources, the benefits of HRIS implementation, and the barriers to its adoption. The findings emphasise the potential of well-implemented HRIS to enhance human capital efficiency in universities, shedding light on the practical implications for human resource management practitioners and managers in improving university performance. This article contributes to the understanding of the impact of HRIS on organisational outcomes, aligning with the research issue of the study.

The article "Evaluation of a Human Resource Information System by Using the HOT-Fit Model" by Widiastuti and Partiwani (2021) discusses the evaluation of a Human Resource Information System (HRIS)

using the HOT-Fit model. The study aims to assess the HRIS in the context of its fit with the organisation's needs. The methodology involves using the HOT-Fit model to evaluate the HRIS. The findings highlight the importance of aligning the HRIS with the organisation's requirements to maximise employee benefits. This study implies that a well-fitted HRIS can contribute significantly to organisational performance by enhancing its effectiveness in meeting the needs of employees and the organisation's needs.

Furthermore, a study by Bhagwandas (2020) on Human Resource Information Systems by using the Decision-Making Trial and Evaluation Laboratory (DEMATEL) Method discusses the use of DEMATEL method in the context of Human Resource Information Systems (HRIS). The study emphasises the importance of HRIS in managing HRM functions and IT applications, and it evaluates the interdependence between various factors such as software quality, vendor support, technology, and big data analysis. The study provides insights into the complex structure of HRIS and its impact on organisational performance, making it a valuable resource for understanding the contribution of HRIS to organisational success.

According to Kumar (2021), who conducted a study on the effectiveness of human resource information systems (HRIS) in the banking industry in India, the study aimed to assess the effectiveness of HRIS in selected commercial banks in India. The study utilised a Likert scale with 28 statements across five dimensions and employed SPSS for data analysis. The findings revealed that HRIS accounted for 91.7% of HRM effectiveness variance and identified significant differences in HRIS-determining factors among bank employees. This study underscores the significant impact of HRIS on HR effectiveness, aligning with the assertion that HRIS enables HR functions to become more efficient and provide better decision-making data.

Finally, according to the study by Naveed et al. (2021), the adoption of HRIS in public organisations is hindered by barriers such as a lack of top management support and technical knowledge. This study provides insights into the challenges faced in implementing HRIS, highlighting the importance of top management support and technical training for successful adoption. The findings underscore the need for organisational leaders to prioritise support for HRIS implementation and provide necessary training to employees to maximise the system's potential impact on organisational performance.

Based on the provided content, the effectiveness of Human Resource Information Systems (HRIS) on organisational performance is evident. Several studies have highlighted the positive impact of HRIS on various aspects of organisational performance, including employee performance, workforce management, decision-making processes, and overall efficiency. The studies also emphasise the importance of aligning HRIS with the organisation's needs to maximise employee and employee benefits. Most studies highlight the importance of HRIS as a whole system, and little is categorically known regarding the effectiveness of personnel records on organisational performance, especially in higher learning institutions.

3.0. Methodology

The study was conducted at the Tengeru Institute of Community Development. The study employed a quantitative research approach. The population of this research comprised 125 employees of all departments of the Tengeru Institute of Community Development. A simple random sampling approach was suitable for this study. This implies that all participants in the study population had an equal chance of being selected. A sample of 95 employees was considered appropriate as it was enough to represent the total number of employees at TICD. Both primary and secondary data were collected for the study. Primary data was collected from HRIS employees in their day-to-day activities since they provide first-hand information. Questionnaires were self-administered to the employees of the TICD. Questionnaires were closed-ended questions. Secondary data was obtained from various sources, including published and unpublished sources. The data was analysed using descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS) Version 26.0. Descriptive statistics was employed to describe certain research results. Finally, inferential statistics were used to measure the relationship between dependent and independent variables using correlation analysis and regression analysis as developed in the study.

4.0. Findings

Researchers conducted surveys to the intended 95 respondents, and 95 questionnaires were completed, reflecting a 100% response rate. This response rate was deemed appropriate and representative in order for the findings to be generalised.

4.1 Effectiveness of HRIS Personnel Records Management on Performance of TICD

Based on the mean values, the five-point scale ranges are as follows: mean scores of less than 1.50 = no extent; 1.51 - 2.50 = little extent; 2.51 - 3.50 = moderate extent; 3.51 - 4.50 = large extent; 4.51 - 5.00 = very large extent. The study aimed at assessing the effectiveness of HRIS personnel records management on the performance of TICD. The respondents were provided with statements regarding the effectiveness of HRIS personnel records management on the performance of TICD. Generally, the study found that HRIS Personnel Records Management is effective in the performance of TICD. The specific results based on research questions are presented in Table 1 below.

Table 1: Effectiveness of HRIS Personnel Records Management on Performance of TICD

	Mean	Std. Deviation	Interpretation
Employees movement can be tracked through HRIS	4.1	0.5	Large Extent
HRIS has improved employee's ability to disseminate information and provided increased levels of useful information	3.5	0.8	Large Extent
HRIS is effective in meeting strategic goals	4.3	0.4	Large Extent
HRIS portal enables employees to meet their expectations to better utilise the information and time spent inputting data	2.6	0.9	Moderate Extent
HRIS implementation has resulted in a huge reduction in work duplication by eliminating redundancy	3.2	1.2	Moderate Extent
HRIS personnel records management is useful in keeping employees' correspondence records	3.8	1.2	Large Extent
HRIS personnel records management encourages good performance	2.9	1.3	Moderate Extent
HRIS personnel records management is useful in maintaining employee leave records	3.7	1.1	Large Extent
COMPOSITE MEAN	3.51		

Source: Field (2022)

To a large extent, respondents agreed that employee movement can be tracked through HRIS (mean = 4.1, SD = 0.5), and HRIS has improved employees' ability to disseminate information and provided increased levels of useful information (mean = 3.5, SD = 0.8). The majority of the respondents indicated that, to a large extent, HRIS is effective in meeting strategic goals (mean = 4.3, SD = 0.4), while the HRIS portal enables employees to meet their expectations to better utilise the information and time spent on inputting data (mean = 2.6, SD = 0.9) to a moderate extent. To a large extent, respondents agreed that HRIS implementation has greatly reduced work duplication by eliminating redundancy (mean = 3.2, SD = 1.2), and HRIS personnel records management is useful in keeping employees' correspondence records (mean = 3.8, SD = 1.2). Also, the majority of the respondents stated that HRIS personnel records management encourages good performance to a moderate extent (mean = 2.9, SD = 1.3), but to a large extent, HRIS personnel records management is useful in maintaining employee leave records (mean = 3.7, SD = 1.1). The average mean of more than 3.5 implies that, to a large extent, HRIS personnel records management affects the performance of TICD. HRIS management is an important factor in the success of information system development. This is due to the fact that human information databases are particularly significant in TICD since they encompass a wide variety of workers and other critical activities that require a well-defined information system for capturing and storing employee data.

4.2 Correlation Analysis

Table 2 below investigates the relationship between independent and dependent variables using the Pearson product-moment correlation coefficient. The findings showed a strong correlation between HRIS personnel records management and HLI performance ($r = 0.522$).

Table 2: Correlations

		HRIS Personnel Records Management	HLI Infrastructure
HRIS Personnel Records Management	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	95	
HLI Performance	Pearson Correlation	.522**	1
	Sig. (2-tailed)	.002	
	N	95	95

4.3 Regression Analysis

This section presents the results on model summary results, the analysis of variance (ANOVA) and the model coefficients.

Table 3: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789 ^a	.622	.609	3.45190
a. Predictors: (Constant), HRIS Personnel Records Management				

5.0. Discussions

The researchers in this study intended to examine the effectiveness of HRIS personnel records management on the performance of higher learning institutions by using the case of the Tengeru Institute of Community Development in Arusha, Tanzania. This section highlights the discussion based on the findings presented previously.

5.1. Tracking Employees' Movement Through HRIS

Findings of this study indicate that employees' movements can be tracked through HRIS. The TICD uses HRIS to track employee recruiting and placement and assist other HR processes such as workforce planning, staffing, compensation programmes, salary predictions, pay budgeting, and labour relations.

The above findings concur with the findings of Styawati and Gorda (2020), who provide valuable insights into the implementation of Human Resource Information Systems (HRIS) and its impact on organisational management. The authors emphasise the strategic role of HRIS in optimising HR functions and enhancing decision-making through integrated work synergies. Furthermore, the study highlights that a well-implemented HRIS can improve employee discipline by tracking attendance and service to the organisation. This supports the notion that HRIS can be used to track employee movement within an organisation.

Another study by Ololade et al. (2023) highlighted the role of HRIS in influencing employees' behavioural outcomes in selected manufacturing firms in Nigeria. The study underscores the significance of HRIS in managing and monitoring employee data, which aligns with the capability of HRIS to track employee movement and behaviour within an organisation.

The findings of the study and literature reviews imply that HRIS plays a significant role in tracking employee movements, optimizing HR functions, and influencing employees' behavioral outcomes, thereby emphasizing the importance of HRIS in managing and monitoring employee data within an organization.

5.2. HRIS Improves Employees' Ability to Disseminate Information and Increases the Levels of Useful Information

The findings of this study confirmed that HRIS has improved employees' ability to disseminate information and provided increased levels of useful information. The above findings are similar to the findings of the study conducted by Ramírez and Ponce (2020) and Safa and Mohamed (2020).

According to Ramírez and Ponce (2020), the implementation of human resource information systems (HRIS) in universities has been perceived by stakeholders as providing increased transparency, quick access to information, and improved employee services. This aligns with the task as it demonstrates how HRIS has improved the ability to disseminate information and provided increased levels of useful information. The study's findings provide valuable insights into the practical benefits of HRIS, supporting the argument that HRIS enhances the efficiency of human capital management and improves university performance.

Another study by Safa and Mohamed (2020) emphasises the importance of HRIS in providing decision-making tools essential for strategic positioning in the digital transformation era. This leads to improved information flow, reliability, planning, scheduling, and communication among employees, thus enhancing the dissemination of information and increasing the availability of useful information.

The above discussion implies that HRIS improves the dissemination of information, increasing the availability of useful information and enhancing the efficiency of human capital management, particularly in university settings. Additionally, HRIS is essential for strategic decision-making and digital transformation, leading to improved information flow and reliability within the organisation.

5.3. Effectiveness of HRIS in Meeting Strategic Goals

Based on the study findings, it has been noted that HRIS is effective in meeting strategic goals. This finding is aligned with the study findings by Bah et al. (2022) and Alam and Kashem (2022).

According to Bah et al. (2022), HRIS has proven to provide timely, cost-effective information for strategic decision-making in human resource management, aligning with the strategic goals of organisations.

Furthermore, the study by Alam and Kashem (2022) explores the link between competitive strategies (CSs) and human resource information systems (HRIS) and their impact on organisational performance. The study highlights the role of HRIS in facilitating strategic value by aligning HR policies and practices with business goals. This study provides valuable insights into the effectiveness of HRIS in meeting strategic goals, as it demonstrates the correlation between HRIS, competitive strategies, and organisational performance.

Generally, it implies that HRIS plays a significant role in meeting strategic goals by providing timely and cost-effective information for strategic decision-making, aligning HR policies and practices with business goals, and supporting competitive strategies to enhance organizational performance.

5.4. Meeting Employee Expectations Through the HRIS Portal

Implementing the HRIS portal at TICD has enabled employees to meet their expectations by providing them with better access to information and improving the efficiency of data input.

According to Shahreki et al. (2019), implementing a human resource information system (HRIS) can significantly impact employee satisfaction and turnover intention. This suggests that reducing work duplication through eliminating redundancy as a result of HRIS implementation can lead to improved employee satisfaction and reduced turnover intention.

In another study by Wen et al. (2022), the implementation of HRIS has been noted to significantly impact the level of trust between owner-managers and employees in small firms. This suggests that HRIS can enable employees to meet their expectations by providing a transparent platform for inputting data, thus potentially improving the utilisation of information and time.

The above discussions imply that implementing HRIS can have significant positive impacts in an organisation as it enhances employee satisfaction, trust between owner-managers and employees, and the utilization of information and time.

5.5. HRIS Implementation Results in Work - Duplication Reduction

Once technology is used, it is highly expected to improve productivity. The work gets simplified, duplication is eliminated, and efficiency is guaranteed. The context is applied to TICD, as researchers in this study revealed.

Similarly, the above findings align with Begum's (2020) and Panjaitan (2023) findings. According to Begum (2020), the implementation of HRIS has been shown to significantly reduce work duplication by eliminating redundancy, leading to cost reduction and productivity improvement in organisations. This study provides valuable insights into the impact of HRIS on reducing redundancy and its subsequent effects on organisational productivity and cost savings.

Additionally, the study by Panjaitan (2023) delves into the implementation of HRIS and its impact on human resource management efficiency. The research provides insights into how HRIS can streamline processes, reduce work duplication, and eliminate redundancy, aligning with the user's task of discussing HRIS implementation and significantly reducing work duplication.

The findings and discussion above imply that HRIS improves productivity, reducing redundancy, and enhancing human resource management efficiency within organizations. This underscores the importance of HRIS in streamlining processes, eliminating duplication, and improving overall organizational productivity.

5.6. Usefulness of HRIS Personnel Records Management in Keeping Employees' Correspondence Records

Employee correspondence can be well managed in the presence of a robust HRIS. In this study, it was clearly revealed that at TICD, HRIS personnel records management is regarded as a useful system for keeping employees' correspondence records.

The above assertion corresponds with the findings by Udekwe et al. (2021). In their study, HRIS was found to be beneficial in managing digital records within the human resource management (HRM) context. The study highlights that HRIS benefits have been a significant area of research, indicating the importance of HRIS in managing employees' digital records. This supports the argument that HRIS personnel records management is useful in keeping employees' correspondence records, as it aligns with the findings of existing literature on the benefits of HRIS in HRM and digital records (Udekwe et al., 2021).

Another study by Widiastuti and Partiwani (2021) also concurs with the usefulness of HRIS records. The study categorically evaluated the use of HRIS PJB applications, with a specific focus on the Personal Management module. The study examined the usefulness of the HRIS in meeting the needs of users and organisations by using the Human Organisation Technology (HOT) Fit Model. The study emphasises the importance of evaluating HRIS applications, specifically the personal management module, which comprises the personnel records, to identify gaps and provide alternative solutions for improvement and development.

In the same vein, the study by Andoh et al. (2023) sheds light on the influence of employees' perceptions of the uses and security of human resource records and their attitudes towards these records. This is relevant to the statement that HRIS personnel records management is useful in keeping employees' correspondence records, as it emphasises the importance of employees' perceptions in utilising HRIS for record-keeping.

The above assertions highlight the usefulness and beneficial role of HRIS in managing employee correspondence records, digital records, and personnel records within the HRM context. Additionally, the importance of evaluating HRIS applications and considering employees' perceptions in utilizing HRIS for record-keeping is emphasized, underscoring the significance of HRIS in effective personnel records management and organizational efficiency.

5.7. HRIS Personnel Records Management Encourages Good Performance

Organisations strive for good performance, and one way to justify good performance is through the presence of accurate and well-managed HRIS personnel records. After collecting data and conducting analysis, this study noted that at TICD, HRIS personnel records management encourages good performance. The HRIS in TICD supports operations such as discovering possible workers, maintaining full information on existing employees, and developing programmes to enhance employees' "talents" and abilities. HRIS assists senior

management in determining the workforce required to satisfy the organisation's long-term business strategies and strategic goals.

The above findings concur with Hussain et al. (2017), who noted that HRIS improves the company's performance. Either way, Kumar (2018) asserted that implementing a proper HRIS can bring about operational effectiveness and enhance the realisation of HR and corporate strategy, thereby ensuring organisational effectiveness.

According to Tursunbayeva et al. (2020), successful implementation and benefit realisation of Human Resource Information Systems (HRIS) in healthcare require adequate data preparation, training, effective communication, and process analysis. This insight aligns with the task as it highlights the importance of specific actions for successful HRIS implementation, contributing to organisational performance through improved human resource management.

The above discussion underscores the significant impact of HRIS personnel records management on organizational performance, as well as the importance of successful HRIS implementation in contributing to operational effectiveness, strategic realization, and overall organizational effectiveness.

5.8. Usefulness of HRIS Personnel Records Management in Maintaining Employee Leave Records

The study conducted at TICD found that HRIS personnel records management is useful in maintaining employee leave records. The study's findings resemble those of the study by Gawande (2022), who discussed the development of an employee record management system. The discussed system is useful in maintaining employee leave records as it centralises and organises the information, making it easier to track and manage employee leave. Additionally, it allows for efficient retrieval of historical leave data, aiding in decision-making processes related to employee leave management.

Enihe et al. (2023) also proposed the Employee Management System in their study, which serves as a comprehensive tool for personnel records management, including leave records. The system automates the leave management process, allowing for easy retrieval of information and enabling managers to efficiently handle employee leave.

From the above discussion, it implies that HRIS is the key in maintaining and managing employee leave records, emphasizing the centralisation, organisation, and automation of leave management processes. This highlights the importance of HRIS in facilitating efficient leave management and decision-making related to employee leave within organizations.

6.0. Conclusion

The study concludes a significant relationship between HRIS personnel records and TICD performance. Also, the implementation of Human Resource Information Systems (HRIS) has significantly improved employee movement tracking, information dissemination, and information availability. HRIS at TCDI effectively meets strategic goals and enables better information utilisation, aligning with the Innovation Adoption Theory. HRIS has reduced work duplication, eliminated redundancy, and improved HR task management. HRIS at TCDI supports personnel records management, including correspondence and leave records, promoting good performance and operational effectiveness. HRIS also supports talent management, workforce planning, and skill development programmes. Therefore, HRIS has a significant positive impact on organisational effectiveness and operational efficiency, driving strategic human resource management practices.

7.0. Recommendations

The study recommends the following:

Strategic Integration of HRIS: The government of Tanzania should strategically integrate HRIS into their human resource management processes to improve information dissemination and provide increased levels of use.

Employee Training and Development: To ensure the effective utilisation of HRIS, organisations should invest in training and development programmes for employees, especially HRs, to enhance their skills in

using HRIS. This will enable employees to better utilise the information and time spent on inputting data, leading to improved performance and operational effectiveness.

Enhanced Data Management: HRIS implementation at TCDI should focus on reducing work duplication, eliminating redundancy, and improving personnel records management. This includes maintaining employee correspondence records, managing leave records, and ensuring the reliability and accessibility of information within the system. TCDI should also consider the potential for faster response times and reliable information access through HRIS.

Strategic Decision-Making: HRIS should be leveraged to support data-driven decision-making at TCDI. This involves utilising the system's capabilities for collecting, storing, preserving, and retrieving data on various human resource operations. By doing so, TCDI can enhance their strategic and operational planning, leading to improved organisational effectiveness and performance.

Employee Engagement and Performance: Organisations such as TCDI should use HRIS to encourage good performance and maintain employee leave records. This aligns with the findings that HRIS improves employee performance and supports the development of employees' talents and abilities. By utilising HRIS for these purposes, organisations can enhance employee engagement and contribute to improved organisational performance.

Change Management and Adoption: To ensure successful HRIS implementation, organisations should focus on change management and adoption strategies. This includes addressing resistance to change, providing detailed information about training programmes, and ensuring that employees are motivated to learn and adapt to the new system. Additionally, organisations should invest in robust security measures, seamless system integration, and comprehensive training to improve the effectiveness of HRIS adoption.

By implementing these recommendations, TCDI and other organisations can maximise the benefits of HRIS, improve operational efficiency, and enhance overall organisational performance. It is important for organisations to recognise the strategic value of HRIS and invest in the necessary resources to ensure its effective utilisation.

7.0. Areas for Further Studies

Therefore, the study recommends that more studies be done to include other public higher learning institutions in Tanzania. Furthermore, future research should use a mixed research approach and a variety of data gathering strategies to analyse the effectiveness of HRIS functions on organisational performance. Furthermore, the study suggests that future research should focus on the problems that organisations face while adopting HRIS functionalities.

8.0. References

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