

Exploring the Contribution of E-Human Resource Management on Organization Performance: A Case of the Mwalimu Nyerere Memorial Academy Kivukoni Campus (MNMA)

Salum A. Msoka¹; Dr. Fabian G. Mahundu²

^{1,2} Catholic University of Mbeya, Tanzania

Publication Date: 2025/11/28

Abstract: This study explores the contribution of Electronic Human Resource Management (e-HRM) to organizational performance, focusing on the Mwalimu Nyerere Memorial College (MNMA) - Kivukoni Campus. It explores three key areas: factors influencing e-HRM implementation, the impact of e-HRM practices on performance, and challenges in implementing e-HRM. Using purposive sampling, participants were selected for in-depth interviews. The results show that adopting e-HRM in MNMA is influenced by internal factors (organizational knowledge, technological infrastructure, employee participation) and external influences (government mandates). Despite the benefits of e-HRM, such as enhanced employee performance, reduced costs, and simplified HR processes, there are still challenges, including resistance to change, poor technological capabilities, and financial constraints. The study recommends addressing these issues through improved communication, infrastructure improvements, and comprehensive user training programs to increase system acceptance and effectiveness.

How to Cite: Salum A. Msoka; Dr. Fabian G. Mahundu (2025) Exploring the Contribution of E-Human Resource Management on Organization Performance: A Case of the Mwalimu Nyerere Memorial Academy Kivukoni Campus (MNMA).

International Journal of Innovative Science and Research Technology, 10(11), 1861-1866.

<https://doi.org/10.38124/ijisrt/25nov979>

I. INTRODUCTION

The advancements in information technology (IT) have transformed the practice of human resource management (HRM) by allowing processes such as payroll, attendance tracking, and employee training to be carried out electronically. Systems such as the Tanzania Human Resources Management Information System (HCMIS), and Public Employees Performance Management Information Systems (PEPMIS), have been implemented to facilitate these tasks for public employees in their daily operations. In today's era of digitalization, organizations and their environments have become more complex. Human resource managers now face increasing challenges in identifying and attracting the right talent, as well as managing a diverse workforce distributed across different departments, systems, cultures, regions, and countries (Ahmed, 2019).

A study conducted by Al-Hmouze (2016) highlights that digitization significantly impacts modern organizations and that its adoption is essential for life in the contemporary business

environment. This digital transformation is particularly evident in HRM, where e-HRM tools and technologies replace traditional, manual tasks with more efficient and web-based systems. The adoption of advanced information and communication technologies has significantly transformed human resource management, leading to the widespread use of e-HRM systems that streamline HR processes and enhance strategic decision-making. According to Abdallaoui and Elkharraz (2022), the effective adoption of these systems is strongly shaped by factors such as expected performance, user-friendliness, social influence, and supportive conditions, including managerial backing and employee training.

Furthermore, the adoption of e-HRM varies internationally, with significant progress in developed countries such as the United States and the United Kingdom, as well as many European countries, where e-HRM has reshaped HR activities and led various public and private organizations to have significant gains, especially through various digital systems (Galanaki *et al.*, 2019). Studies conducted by Myovella *et al.* (2021) and Audi *et al.* (2022) highlight that barrier

especially in sub-Saharan Africa including inadequate legal frameworks, weak infrastructure, policy gaps, limited digital skills, and resistance from workers significantly slow the uptake of digital innovations in the region. These challenges not only impede the integration of digital technologies into economic and social systems but also limit opportunities for innovation, business growth, and public sector efficiency. Moreover, Tanzania has made strides in promoting IT in HRM, although barriers such as funding, employee reluctance, technological infrastructures, and poor management support persist (Madulu, 2016). Despite these challenges, efforts to create an enabling environment for e-HRM adoption, such as legislative and policy amendments, show promise. This shift towards digitization in HR, especially in areas such as e-recruitment, e-compensation management, and e-training, is seen as important for improving organizational performance and adapting to global trends (Shah & Michael, 2020).

➤ *Statement of the Problem*

The growth of technology and the internet boosted the application and various practices that facilitate human resource functions to be more flexible, leading to the high development and growth of private and public organizations. In recent years, technology and the internet have played significant roles in generating new employment opportunities and providing improved services to the vibrant community. Nevertheless, these public and private organizations should cope with all the latest technological changes that will tend to boost the level of performance and the organizational operations of human resource managers for day-to-day activities like accuracy, accessibility, decision-making, talent management, and compliance.

Despite the implementation and the applications of e-HRM in organizations, there is a lower understanding of the contributions of e-HRM to the organization's performance in the organization. This low knowledge leads to missed efficiency gains, poor decision-making, lower employee engagement, poor talent management, resistance to change, and compliance. As indicated in the literature review, several studies have been conducted on the impact and application of e-HRM, but there is still an inadequate understanding of the contribution of e-HRM to organizational performance. This study explores the magnitude of issues in many organizations in the contribution of e-HRM. The problems include: exploring the contribution of e-human resource management on organizational performance, what challenges the organizations face in implementing e-HRM practices, and how to overcome those challenges.

➤ *Objectives of the Study*

- To explore the factors that influence the implementation of e-HRM at MNMA.
- To examine the e-HRM practices that significantly affect MNMA performance.

- To determine the challenges that MNMA faces in implementing e-HRM practices and how to overcome them.

➤ *Scope of the Study*

The study explores the contribution of electronic Human Resource Management on organization performance, focusing on Mwalimu Nyerere Memorial Academy-Kivukoni Campus (MNMA). The specific objective of the study is to explore the factors that influence the implementation of e-HRM. Additionally, to examine the e-HRM practices that significantly impact organisational performance, and to assess the challenges that the organisation faces in implementing e-HRM practices and how they can be addressed. The study was conducted at MNMA as a case study of this research.

II. LITERATURE REVIEW

Some scholars contribute to the concept of e-HRM in public and private organizations and explain their views about the implementations and applications of e-HRM and how they impact the company and the community. Likewise, scholars emphasize the role of e-HRM in transforming HR functions, moving them from traditional administrative tasks to more strategic roles by integrating tools such as HR software, data analytics, and digital tools. This shift allows businesses to streamline processes, improve decision-making, and better align HR strategies with organizational goals. Moreover, e-HRM facilitates talent management, employee engagement, and recruitment through digital platforms, ultimately enhancing operational efficiency and competitiveness. However, Recent studies emphasize that digital transformation in human resource management extends beyond the adoption of new technologies to include the integration of legacy systems, the redesign of HR processes, and the alignment of HR strategies with overarching organizational objectives (Zhang and Chen, 2023). Effective implementation of this transformation requires organizations to manage information efficiently, respond to shifting industry demands, maintain agile HR functions, and address potential risks arising from system transitions and organizational adjustments.

The implementation of e-HRM in organizations is influenced by various internal and external factors, including technological infrastructure, employee skills, organizational culture, and leadership support (Stone and Deadrick, 2015). A robust IT foundation is essential for smooth e-HRM functionality, while technical expertise and employee training help overcome resistance and ensure effective system adoption (Bondarouk and Rul, 2017). Organizational culture, particularly one that encourages innovation and flexibility, plays a critical role in the seamless integration of e-HRM, with leadership support driving its success (Bondarouk and Brewster, 2016). Additionally, compliance with laws enhances data security and privacy, further facilitating e-HRM adoption (Marler and Parry, 2016). While e-HRM offers advantages such as increased efficiency, cost reduction, and data-driven decision-making, challenges like data security risks, resistance

to change, and the high costs of technological infrastructure must be addressed. Organizations can mitigate these challenges by aligning HR strategies with technological changes, promoting employee involvement in decision-making, and providing adequate training and resources (Malik *et al.*, 2020). Eventually, e-HRM enhances organizational performance by improving HR functions like recruitment, training, performance appraisal, and data management, contributing to overall productivity, efficiency, and strategic alignment.

III. METHODOLOGY

This study used a qualitative research method, focusing on MNMA. A case study design was chosen due to its suitability for in-depth data collection through interviews, allowing the researcher to achieve the research objectives with ease and certainty. MNMA employs 242 employees, including top management and general staff, but this study focused on 15 key participants who were directly involved in the use of e-HRM systems. These participants included 6 human resources officers, 2 administrators from the human resources department, and 7 academicians, all selected for their personal experience and knowledge of e-HRM processes. A purposive sampling technique was used to ensure that those with the most relevant knowledge were involved, particularly HR officers, administrators, and academicians. Purposive sampling aimed to provide complete information by involving employees who worked closely with the researcher and the enumerators.

Moreover, data collection was done through in-depth interviews, with each interview lasting between 30 to 45 minutes. The interviews were designed to collect better, qualitative data on how various factors affected the implementation of e-HRM in MNMA. To ensure the reliability and validity of the results, the researcher carefully tested the interview tools and ensured their reliability in capturing accurate data. The selection of participants was facilitated through formal communication from the Academy, and all participants were fully informed about the purpose of the study, guaranteed confidentiality, and given the right to withdraw at any time. The researcher emphasized the importance of voluntary and sincere participation without any form of compensation, ensuring transparency and ethical consistency in the data collection process.

IV. FINDINGS OF THE STUDY

➤ *The Factors that Influence the Implementation of E-HRM*

The organizational culture itself is people's basic conception of values, beliefs, principles, and meaningful and acceptable components that govern and direct their employee behavior within the organization. So, an organization's culture is a significant factor in the success or failure of the e-HRM implementation.

However, the majority of participants argue that the successful implementation of e-HRM systems within an

organization depends heavily on several aspects of the organization. Chief among these is a clear and thorough understanding of the organization's mission and vision, changes in information technology, and the active involvement of key personnel with system operations. Nevertheless, the implementation of e-HRM in public organizations has been established due to legal requirements from the government discharge order to implement e-HRM in every public organization aim is to ensure flexibility in the whole process of service delivery to the citizens, also to increase the level of accountability, transparent and integrity among the public servant.

Furthermore, reducing ghost workers and laziness workers within public institutions by implementing various systems that were created to ensure every employee follows the rules and regulations that have been implemented within the organization, such as a time management system that allows them to sign in and sign out for attendance tracking, a performance evaluation system that measures their productivity and efficiency, and a code of conduct that outlines expected behaviours'. These systems help maintain order and accountability within the workplace, eventually leading to a more productive, optimum utilization of the resources, cost-effectiveness, and success of the organization for the whole country, especially for public organizations. Moreover, the government provides a clear framework for employees to understand their roles and responsibilities, fostering a positive work environment and promoting a culture of professionalism and compliance, and hence, through that framework, pushes those public organizations to adopt and implement e-HRM. Overall, implementing these e-HRM systems contributes to the overall success and growth of the organization.

➤ *The E-HRM Practices have the Most Significant Impact on Organizational Performance Outcomes.*

The findings reveal that the adoption of specific e-HRM practices, including e-recruiting and selection, e-performance appraisal and feedback systems, e-training and development activities, e-compensation and Benefits, at MNMA has significantly improved organizational performance. Furthermore, the majority of participants stated that many organizations have successfully integrated a comprehensive collection of e-HRM electronic systems that have significantly enhanced the commitment and satisfaction of employees in their professional roles.

Furthermore, modern and scalable IT systems, including Employee Self-Service Systems (ESS), Human Capital Management Information Systems (HCMIS), and Public Employees Performance Management Information Systems (PEPMIS), enhance service delivery to the public and streamline HR processes. Constructive impacts of e-HRM implementation include improved employee performance, better service delivery, cost reduction, time-saving, accountability, and more efficient tracking of employee progress. Furthermore, e-HRM simplifies tasks such as leave

management, salary preparation, performance appraisal, recruitment, and selection, leading to reduced employee turnover, improved employee morale, and more effective use of organizational resources.

➤ *The Major Challenges Facing the Academy in Implementing E-HRM Systems and Methods Have Been Mitigated the Challenges.*

The whole process of implementing e-HRM for the whole universe has never been without diverse challenges and a great scope. However, the introduction of such systems within an institution provides a distinct set of problems that must be addressed appropriately to enable successful uptake and usage. The findings from the interviews show the following challenges;

➤ *Untrustworthy Internet Connectivity*

The findings from the interviews show that the majority of the employees complain that the performance of the e-HRM systems is low due to unreliable internet access, causing the systems to display issues, including incomplete pages, broken links, and delays during operation. Furthermore, the findings reveal that the main problem that disturbs to a great extent until making these systems fail to work effectively, not having a good internet connection leading to unreliability in its work, and lastly it is a big obstacle in the effective implementation of digital systems such as e- HRM, especially in areas with underdeveloped infrastructure. Besides, frequent network outages, slow speeds, and unstable availability disrupt the operation of online platforms, causing delays in the processing of employee information, disruptions in communication, and a decrease in overall system efficiency. The absence of a reliable internet connection also increases the risk of data loss and undermines the ability to provide real-time services, which are essential for modern human resource management. For organizations to take full advantage of digital platforms, improving internet connectivity with speed and reliability is essential, which requires investment in infrastructure and technology.

Moreover, to address this challenge, the government should reduce the dependence of the internet on other nations, and it should purchase its own digital devices, which will tend to push the network's accessibility. On the other hand, in this public organization, the management should ensure the availability of well-networked infrastructure systems that will tend to boost the availability of networks within the organization, such as buying strong Wi-Fi and routers within the organization. However, this will tend to reduce the use of personal internet bundles due to slow and costly internet speeds.

➤ *Data Security and Privacy Concerns*

The results indicate that the main challenge for the e-HRM system is the failure to ensure that end users handle privacy and security successfully. The end users must be cautious to avoid unauthorized access, as they may enter the system and forget to log out, allowing others to view sensitive employee

information. This unintentional risk of data breach underscores the importance of diligently adhering to security standards. Moreover, a lack of user knowledge about e-HRM systems often leads users to seek help from others. This approach not only raises legal concerns but also undermines the integrity of the system, being dependent on outside counsel, leading to unlawful access and misuse of information. Therefore, businesses should provide adequate training and support to their employees to ensure the safe and ethical use of e-HRM systems.

➤ *Inadequate Financial Capacity and Resources*

The findings show that one of the biggest obstacles facing many public institutions is the lack of financial capacity and lack of resources, which is the biggest challenge in the adoption and implementation of many organizations' plans, especially in the acquisition of new technologies such as e-HRM systems. Organizations with limited budgets find it difficult to allocate sufficient funds for systems development, infrastructure upgrades, staff training, and ongoing maintenance, which are critical to the success and sustainability of e-HRM systems. Lack of financial resources often leads to the implementation of substandard solutions, delays in implementation, or failure to achieve project goals. In addition, without sufficient investment, organizations may face difficulties in finding skilled workers and ensuring technical support. Addressing these financial constraints is essential so that organizations can take full advantage of e-HRM and other technological developments.

Additionally, the findings reveal that inadequate financial resources hinder the ability of the public sector to acquire and adopt new technologies and software computers for local data access and inputs; Uninterruptible Power Supply (UPS) systems and printers are all essential components to the appropriate functioning of PEPMIS, ESS, and HCMIS. Server-side software such as Hypertext Markup Language (HTML), Java, and Perl are also necessary to support the system's functioning, as are intranet communications protocol and relational database/information processing software for record management and payroll.

➤ *Lack of IT Expertise in Maintaining E-HRM Systems*

The findings indicate that the limitations and lack of Information Technology (IT) expertise in managing and improving e-HRM systems within an organization pose significant challenges, especially in the implementation and use of digital systems for human resource management within institutions. One of the reasons why this has been so complex is that these systems are still new within the institution. Due to the severity of IT professionals, the organization is experiencing technical problems, such as data management, systems security that require frequent repairs, and the resolution of minor bugs that affect the effectiveness of e-HRM systems. Likewise, the lack of IT professionals within an organization and its complexity lead to increased dependence on external service providers, which will tend to raise costs and reduce internal control over the entire HR process; this also hinders the

organization's capability to develop and improve e-HRM systems to achieve a specific needs and improve user experience. Consequently, public organizations need to invest more in building and developing in-house IT professionals to safeguard the efficient implementation and operation of e-HRM systems.

➤ *Resistance to Change in the Adoption of E-HRM Practices*

The findings reveal that resistance to change in the establishment of e-HRM systems often stems from various administrative and personal reasons. At the organizational level, employees may feel threatened by the implementation of new technologies that may change their roles or make certain tasks redundant. This concern can lead to reluctance to adopt e-HRM systems, especially if employees are not adequately trained or understand the benefits of this change. In addition, organizational culture plays an important role in shaping attitudes toward change. A culture that rejects innovation or has a history of poor technological implementation within an organization fosters skepticism and anxiety among employees, making it difficult to gain support for e-HRM efforts. Additionally, at the personal level, personal attitudes and thoughts about technology can influence resistance to the introduction of e-HRM. Employees who do not have sufficient knowledge of technology or who have had bad experiences with technology in the past may be more likely to resist change. Additionally, fears about data privacy and the security of personal information may increase resistance, as employees fear the misuse of their data in a digital environment.

Moreover, to address the challenges, the study suggests a multidimensional approach that includes fostering organizational and cultural acceptance of e-HRM, emphasizing clear communication from leadership regarding the system's benefits, improving technological infrastructures, including computers and local network systems, and implementing comprehensive training programs for users at all stages of system adoption. This approach aims to increase employee proficiency with new technologies and mitigate resistance to change.

V. CONCLUSION

Regardless of the available contribution of e-HRM at MNMA as reported in this study. The results indicated that the e-HRM adoption and implementation process is complex, necessitating careful consideration at all stages-before, during, and after the system's installation. Critical factors include organizational awareness, ICT infrastructure, and active involvement of employees. Furthermore, a successful e-HRM implementation strategy requires a deep understanding of the organization's vision and mission, the involvement of key personnel who will use the system, and the provision of employee seminars and workshops, as well as both on-the-job and off-the-job training, along with continuous development plans. The effectiveness and longevity of e-HRM systems also rely on having up-to-date technology within the organization,

including advanced IT infrastructure and dependable network access. Moreover, to foster ongoing digital transformation towards e-HRM, it is vital to promote an organizational culture that values innovation, maintains transparent communication, and exhibits strong leadership commitment. In areas like Tanzania, it is essential to ensure compliance with data protection regulations, address gaps in ICT infrastructure, and improve digital literacy. The strategic roll-out of e-HRM is emphasized by its favorable impact on productivity, employee satisfaction, and overall organizational effectiveness. Enhancing human resource management through digital transformation improves data accuracy and aids in strategic decision-making. Organizations that focus on communication, training, and change management are better positioned to alleviate employee concerns and create a supportive environment for e-HRM adoption. Finally, competitive advantage, talent management, employee retention, and general organizational performance can all be greatly improved by successfully integrating e-HRM solutions. Organizations may ensure that they attract and choose the best candidates for open positions by streamlining their recruiting procedures through the use of cutting-edge technology for HR activities. This effectiveness improves the entire candidate experience in addition to cutting down on time-to-hire, which is crucial in the cutthroat job market of today. Additionally, improved onboarding procedures made possible by e-HRM systems enable new workers to integrate into the company more rapidly, boosting their engagement and productivity right away. Moreover, e-HRM systems also give businesses useful information and insights into employee performance and workforce trends. Organizations can make well-informed decisions that inform talent management strategies by examining data about employee engagement, skill development, and retention rates. For instance, customized training and development plans can be made to meet the needs of each worker, encouraging a culture of ongoing learning and development. This fosters a more competent and flexible staff in addition to increasing employee retention and happiness. Because of this, businesses can better position themselves in the marketplace, adapt quickly to shifting market conditions, and perform better all around.

REFERENCES

- [1]. Abdallaoui, I., & Elkharrar, A. (2022). The impact of information technology on human resources management: Model analysis and effectiveness of e-HRM systems.
- [2]. Ahmed, M. (2019). *The changing role of human resource management in an era of digital transformation*. *Academy of Accounting and Financial Studies Journal*, 23(1), 1–9. Retrieved from <https://www.abacademies.org/articles/The-changing-role-of-human-resource-management-in-an-era-of-digital-transformation-23-1.pdf>

- [3]. Al-Hmouze Lubna Hussien. (2016). *The Impact of Electronic Human Resource Management (E-HRM) Application on Organizational Performance*: Royal Jordanian.
- [4]. Beyene, E., Bedemo, A., & Gebremeskel, A. (2024). Determinants of digital technology development in Sub Saharan African countries: Evidence from panel data analysis. *Energy Informatics*, 7, 21. <https://doi.org/10.1186/s42162-024-00324-4>
- [5]. Bondarouk, T., & Ruël, H. (2017). *Electronic human resource management: challenges in the digital era*. *The International Journal of Human Resource Management*, 28(17), 2435-2442.
- [6]. Bondarouk, T., & Ruël, H. (2019). *Electronic human resource management: Challenges in the digital era*. *The International Journal of Human Resource Management*, 20(3),
- [7]. Galanaki, E., Lazazzara, A., & Parry, E. (2019). *A Cross-National Analysis of E-HRM Configurations: Integrating the Information Technology and HRM Perspectives*.
- [8]. Madulu, M. (2016). *Adoption of electronic records keeping for human resources management at the president's office of regional administration for local government authorities in Tanzania*. (Master's thesis, Mzumbe University).
- [9]. Malik, A., Srikanth, N.R., & Budhwar, P. (2020). *Digitisation, Artificial Intelligence (AI), and HRM*. *Human Resource Management: Strategic and International Perspectives*, 88.
- [10]. Marler, J. H., & Fisher, S. L. (2013). An evidence-based review of e-HRM and strategic human resource management. *Human Resource Management Review*, 23(1), 18-36.
- [11]. Myovella, G., Karacuka, M., & Haucap, J. (2021). Determinants of digitalization and digital divide in Sub Saharan African economies: A spatial Durbin analysis. *Telecommunications Policy*, 45(10), 102224. <https://doi.org/10.1016/j.telpol.2021.102224> IDEAS/RePEc+1
- [12]. Nkohlkwo, Q. N. A., & Islam, M. S. (2013). *Challenges to the Successful Implementation of e-Government Initiatives in Sub-Saharan Africa: A Literature Review*. *Electronic Journal of e-government*, 11(1), 253-253.
- [13]. Ruël, H., Bondarouk, T. V., & Van der Velde, M. (2014). The contribution of e-HRM to HRM effectiveness: Results from a quantitative study in a Dutch Ministry. *Employee Relations*, 36(5), 456-479.
- [14]. Shah, N., Michael, F., & Chalu, H. (2020). *The influence of electronic human resource management use and organizational success: A global conceptualization*. *Global Journal of Management and Business Studies*, 10(1), 9-28.
- [15]. Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review*, 25(2), 216-231.
- [16]. Strohmeier, S. (2013). Employee relationship management - Realizing competitive advantage through information technology? *Human Resource Management Review*, 23(1), 93-104. doi: 10.1016/j.hrmr.2012.06.009.
- [17]. Strohmeier, S. (2013). Research in e-HRM: Review and implications. *Human Resource Management Review*, 23(1), 18-36.
- [18]. Zhang, J., & Chen, Z. (2023). *Exploring human resource management digital transformation in the digital age*. *Journal of the Knowledge Economy*. Advance online. <https://doi.org/10.1007/s13132-023-01214-y>