

## Factors Affecting the Adoption of E-HRM Practices in Public Service Organizations in Tanzania: A Case Study of the Tanzania Judicial Service Commission Headquarters

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### ABSTRACT

*The scanty understanding on the factors affecting the adoption of e-HRM practices among public service organizations in Tanzania posed a rationale of undertaking this study. The study took place at the Judicial Service Commission of Tanzania. This study sought to address three specific objectives; to assess HRM practices which are under e-HRM, factors influencing the adoption of e-HRM practices and challenges facing the adoption of e-HRM practices in the study area. This study was guided by innovation adoption theory. The study used descriptive case-study research design with a mix of qualitative and quantitative research approaches. Simple random sampling was used to sample 77 respondents out of 96 employees who constitute the target population from the study area. Data collection was done through interview and questionnaire methods where contents analysis and descriptive statistics analysis were used in data analysis. The study findings revealed seven HRM practices in the study area are under e-HRM namely planning, recruitment and selection, training and development, performance appraisal, compensation, health related, safety and labour relations practices. The study findings further revealed social, economic and institutional factors as the major factors influencing the adoption of e-HRM practices in the study area. This study concluded inadequate ICT skills among employees, competent ICT experts, financial resources, e-HRM practices awareness, capacity building programs, supportive laws and policies as the major challenges facing the adoption of e-HRM practices. The study further concludes the e-HRM having strong contribution to the entire organizational performance. In the view of the revealed study findings, the study hereby recommends to the public service organizations to conduct routine capacity building programs for creating awareness and strengthening the adoption of e-HRM practices in the organizational undertakings.*

**Keywords:** Adoption, e-HRM, Public Service Organizations, Tanzania

The uptake of various technologies in all forms of organizational operations has been widely termed as a reliable means uplifting and scaling-up quality and quantity of their business operations. To cope with an increasingly complex industrial setting from time to time, marked by heightened globalization in various industrial aspects, rapid technological progress across industrial operations, a knowledge-based economy and constraints to achieve high performance, majority of organizations have adopted adverse means for the sake of maintaining their performances. This includes adoption of various information and communication technologies in various organizational processes such as HR processes among private and public organizations (Mathew et al., 2023; Hussein & Jaaffar, 2024). Following the rapid ongoing industrial dynamics in the world, the evolving role of the human resources department in various organizations has undergone a profound change in recent years (Al-Alawi et al., 2022). The field of Human Resource Management (HRM) has faced myriad dynamics over time, which has completely permeated in the various forms of HRM processes and services in any given organization, hence transformation of the field remains the key agenda for every organization (Bondarouk et al., 2017).

According to Nivlouei (2014) and Poisat and Mey (2017) the term electronic Human Resource Management (e-HRM) encompasses the wide application of technological infrastructure towards the implementation of HR set of roles in any organization. With a linchpin of information and communication technology (ICT) in the undertaking of HR function, the term serves to add value for individual workers and management across the entire HRM content in any form of organization. With myriad imperatives in various forms of businesses, the need of adopting e-HRM is useful in managing organizational budgets hence calling for the need of urging HR managers to widely engage technology in pursuing most of their administrative operations and service (Ashmond et al., 2022). The term e-HRM holds all forms of structures and procedures as well as the outcomes of defined duties in engaging technology in creating HR systems across a business lines as it literally encompasses the act of elevating ICT applications with and

support of group of individuals in simplifying the undertaking of HRM duties across organizational functions (Poisat & Mey, 2017; Oyoru, 2023).

The fact that e-HRM holds great potential for elevating employee experience and organizational outcomes respectively, its adoption underscores the relevance of streamlining HR systems and processes as it leads to the enhanced operations due to enhanced communication among the actors (Hussein and Jaaffar, 2024). Embracing e-HRM is essential in promoting data-driven decision-making as it becomes more effective with the use of ICT and many other softwares in the chain of operational processes (Oyoru, 2023). In the course of smoothing a subset of HRM role in the organizational processes, the widely adopted e-HRM practices have made the field of HRM more efficient with their best practice in managing HR data. Given the ever-increasing needs, access and uses of technology in the diverse forms of HR related practices and operations in modern-workplaces; e-HRM has become an essential aspect of modern HR management practice. With a long-term evident literature on how e-HRM practices affect organizational performance, the recently adopted e-HRM have changed the way various HR-functions and procedures are performed including selection, recruitment, appraising, performance and compensation (Bondarouk et al., 2017; Oyoru, 2023). The well exercised HR-functions impact widely the overall organizational effectiveness and performances consequently (Mirji & Kapoor, 2022; Oyoru, 2023).

The public sectors of many developing nations today have recently reported to embrace innovation of IT systems in the wide array of their organizational operations. This has been coined as an attempt of trying to transform their business models into modern ways and tactics which stands against the practices of the past. Given the ever-growing dynamics of public organizations delivery systems as they are responsible for serving a wide base of rapid growing populations, many more studies have proved that ICT and their related practices plays a crucial role in both public and private organizations (Iqbal et al., 2019; Ashmond et al., 2022; Oyoru, 2023). With various underlying enabling factors which influence the uptake of technology systems in the public service organizations, many organizations from developing countries still lag behind in growing and utilizing e-HRM despite the widely posited advantages it comes across (Umar et al., 2020; Hussein and Jaaffar, 2024).

Most of public organizations in Tanzania are in the move of shifting their traditional operations towards adopting modern technologies in the quest of attaining organizational performance. Over the past 20 years, majority of Tanzania's public service organizations have begun to shift a large part of their traditional HRM practices into e-HRM. This includes the increasing prevalent use of information systems in various HR functions across various public sector organizations (De Alwis et al., 2022; Mathew et al., 2023). Given myriad studies on adoption and usefulness of e-HRM are in the public sector and in small and medium enterprises, private organizations from developing countries such as Tanzania are widely explained to highly adopt modern technologies (Esen & Erdoğan, 2014; Oyoru, 2023; Mathew et al., 2023). With a long-term evident literature on application of various ICT systems in various organizational functions, HRM practices, procedures, operations and functions including selection, recruitment, appraising, performance and compensation have widely embraced the turn-around changes (Chinyuka, 2018; Iqbal et al., 2019; De Alwis et al., 2022; Mathew et al., 2023). It is against this backdrop that this study serves to investigate the adoption of e-HRM practices in the Tanzanian public service.

### 1.1 Statement of the Problem

In the ever-changing world of technology with disruptive, dynamic and continuously evolving working environment, public service organizations including the Judiciary of Tanzania have evolved with numerous transformations including the adoption of e-HRM practices across her operations. The Judicial Service Commission of Tanzania is one of the strategic entities in the Tanzanian Judiciary which has recently adopted e-HRM which has resulted to the turnaround of the HRM functions (United Republic of Tanzania [URT], 2022). In the course of enhancing organizational competitiveness that the commission like many other public organizations has adopted various electronic HR-systems in the course of managing her operations towards efficiently and effectively attaining her mandate and competencies in the service delivery. Despite the widely known myriad dimensions of e-HRM practices in both private and public service organizations as it can be reflected in the wide base of empirical review conducted (Chinyuka, 2018; Thite, 2020; Mirji & Kapoor, 2022; URT, 2022; Hussein and Jaaffar, 2024), less remains to be known on the level of adoption of e-HRM practices in The Judicial Service Commission of Tanzania; one of the Tanzanian public sector organizations. Given the recent reported developments in the utilization of electronic systems in managing various HRM processes, functions and operations (URT, 2022; Mathew et al., 2023; Oyoru, 2023), this study sought to assess the adoption of e-HRM practices in the public service in Tanzania where Judicial Service Commission of Tanzania was used as a case study.

## 1.2 Research Objectives

This was an attempt to reveal three specific objectives namely:

- i. To identify the HRM practices which are under e-HRM in the Judicial Service Commission of Tanzania.
- ii. To assess the factors influencing the adoption of e-HRM practices in the Judicial Service Commission of Tanzania.
- iii. To assess the challenges affecting the adoption of e-HRM practices in the Judicial Service Commission of Tanzania.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 Innovation Adoption Theory

In the course of analyzing the adoption of e-HRM practices in the public service in Tanzania, the innovation adoption theory was envisaged to provide strong theoretical framework underlying this study shows a set of independent variables and dependent variables which holds a basis for the interrelationships of the arguments and variables underlying the assumptions under this study. Innovation Adoption Theory has been coined as a reliable theory towards the spread of e-HRM in the management and operation of organizational systems has been thoroughly scrutinized in various studies seeking to evaluate its various elements including embracing of novelty as well as the diverse networks. The type of these networks and the part played by opinion shapers in the process is determinant as to whether the new invention was embraced or not (Broderick and Boudreau, 1992).

HRM practice in any given firm encounters hitches in its operation if the e-HRM is not adopted properly in the context and phenomenon encompassing HRM performance. The widely posited researches on how novelty develops, Rahman and Hosain, (2021) asserted that four steps are involved: innovation, distribution (communication), duration and the results. Basing on the Innovation Adoption theory an organizational or system level, the adoption process is complex. It is particularly challenging to promote change in routine practice when decision-makers within organizations do not perceive changes as necessary (Thite, 2020). Despite the similarity to individual-level adoption, Rahman and Hosain, (2021) and Hussein and Jaaffar, (2024) suggest that individuals in organizations may have difficulty knowing, weighing, or selecting appropriate innovations to solve particular problems, or their decision to adopt is often complicated by organizational factors (e.g., hierarchy, culture, values) that are not necessarily experienced in individual problem-solving. This theory serves to enable the study on the adoption of e-HRM practices in the public service in Tanzania by availing basis for the existing interrelationships between the arguments and variables affecting the adoption of e-HRM practices in the public service in Tanzania.

The management information system is a unit within the human resource department has been contended as one of the widely adopted role of human resource management information system which keeps records, staff training, maintaining records, staff transition, discipline and compensation which have been the common practice in majority of private and public organizations in Tanzania. The evolution of e-HRM in various private and public organizations tends to make employees react to these systems as a means of facilitating organizational performance. It is in this scope that the theory defines the major thrust as it can be posed in line with how organizations can use e-HRM as one of the useful catalysts of reflecting on reinforcement theory which serves to motivate employees to increase performance in their workplaces. The theory depicts the modality in which the adoption of e-HRM in various organizational systems can cover positive reinforcements which are used to increase desired behavior, such that human resource managers are responsible of ensuring positive behaviors are reinforced with positive rewards in their workplace. The availability of ICT systems in the organizational workplace supports the potential of enhanced organizational performance by widely enhancing every aspect of organizational operational systems.

### 2.2 Empirical Review

Hussein and Jaaffar, (2024), conducted a study which investigated the effect of e-HRM on the performance of academic staff (PAS) at Amman universities. The study reiterates that in today's modern freelance and remote working society, employee performance (EP) has become an important topic in recent studies among members of academia. This performance is more critical for educational institutions as they move to more virtual classes and meeting discussions. Based on the literature, the study proposes a positive effect of E-HRM on PAS, and trust will mediate this effect. The population of this study is the academic staff in Amman, the capital of Jordan. A total of 332 responses were collected using stratified random sampling. The data was collected via an online questionnaire shared among the population. Smart Partial Least Squares (Smart PLS) was used to analyze the data. The finding showed that e-HRM and its dimensions, such as E-selection, E-training, and E-development, positively affected PAS. E-recruitment, E-performance appraisal, and E-compensation have an insignificant effect. The study findings further showed that trust

partially mediated the impact of E-HRM on PAS. E-HRM collectively is vital to improving PAS, and the selection and training process can play an essential role in enhancing PAS, these among other things has termed the study findings as the most useful input for more functional aid-equipment across universities and all forms of higher learning institutions.

Gwala, (2023) conducted the study attempting to solicit the views of the human resource practitioners in Tshwane Metropolitan Municipality about the effects of e-HRM on their individual performance. The nature of the research inquiry was to establish whether the introduction of e-HRM in the Tshwane Metropolitan Municipality resulted in an increased efficiency in business operations and enhanced employee performance. The concept of e-HRM (also known as paperless HRM or green HRM) encompasses the use of paperless systems in all HR occupations such as training, performance management and recruitment. The study applied a qualitative exploratory research design. It was not the intention of the study to generalise the findings to the study population. Semi-structured interviews were used to collect data from ten (10) respondents. Thematic coding analysis technique was used to analyse qualitative data that was extracted from the respondents. An ethical protocol was utilised to ensure that respondents were not subjected to any form of harm. The technology acceptance theory was used to underpin the current study. This theory describes how consumers adopt and use technology. A theoretical framework is the fundamental aspect of the research project since it serves as the base upon which all knowledge is constructed and is consistent with the research problem and purpose statement of the study (Kivunja, 2018). The study discovered that human resource practitioners had a positive attitude towards the introduction of e-HRM. Respondents to the study claimed that the introduction of e-HRM enhanced the operational capacity of the municipality. Other respondents were sceptical about the introduction of e-HRM. These respondents feared that e-HRM would cause them to lose their jobs in the long run. Load shedding was identified as the key factor in hampering the smooth utilisation of e-HRM. The study was an attempt to lay down the underlying conditions to introduce digital technologies such as artificial intelligence and machine learning in the continuous development and training of employees.

Johnson et al., (2022), conducted a study on the impact of the digital age on traditional human resource management practices. The study provides a comprehensive overview of how the digital age has impacted traditional HRM practices. The authors argue that the availability of technology has enabled HR professionals to become more strategic and data-driven in their decision making. The wide scope of the study revealed how technology has facilitated the emergence of remote work and how this has led to the development of new HRM practices. The study further highlights the implications of the transformation of HRM practices for organizations, such as the need for up-skilling employees to stay relevant in the digital age, the importance of leveraging data analytics to make informed HR decisions, and the need for agile HR policies that can respond quickly to changing business needs. The study discusses the impact of digital transformation on employees, such as the changing nature of work, the need for digital literacy and adaptability, and the potential for increased flexibility and work-life balance. These hallmarks made the evolution of e-HRM a useful trend for an organization to adopt towards overall organization performance.

Oyuru, (2023) conducted a study on the effect of e-HRM practices on organizational performance while taking the Banking Industry in Nigeria as a case study. This study looked on how the adoption of e-HRM practices has affected organizational performance in the Nigerian banking sector. The study aimed to reveal various dimensions of e-HRM in the banking industry while extending a critical look onto how e-HRM procedures, such as e-recruitment and e-compensation impact an organization's effectiveness in the banking sector in Nigeria. The study adopted Social Systems Theory as the theoretical framework used in the study. In the course of undertaking this study, survey research design was adopted as the research design. Under the overarching objective of this study of explaining in detail the current state and the effects of e-HRM practices on organizational performance in the banking sector, the study used primary data which were collected by use of questionnaires. Basing on descriptive and inferential statistics, the study revealed that; there exists a significant relationship between e-recruitment and the performance of staff in some selected banks in Nigeria. This among other things, calls for leads to the study result of the fact that the use of E-recruitment systems and related applications actually enhances the delivery of services, raises the quality of services provided by the Human Resources Management Division, and increases the effectiveness of human resource management procedures in the Nigerian banking industry.

Basing on the study findings by Oyuru, (2023), the study also demonstrated that the organization's worker remuneration basing on application of e-recruitment systems is fair and just. The study also revealed a positive value which means that a percentage increase in E-compensation leads to an increase in productivity and efficiency level of staff in some selected banks in Nigeria. The study made the recommendation that commercial banks in Nigeria should perform electronic interviews as a way to select candidates for open positions in order to improve the efficiency of the selection process. By entirely converting the entire selection system to more electronic procedures, you can reduce the time, errors, human labor, and effort associated with the selection process. The study findings in the Oyuru, (2023) study posits the significance of adopting electronic systems in the organizational systems.



On the other hand, Salunkhe and Saraswat, (2022), conducted a study on the analysis of e-HRM practices in government organizations while underlining basic key and basic terms in the field including Human Resource Management, Employee Relations, and Personnel Management are phrases that we often hear employed in organizations and by management professionals. The study opines when people hear these expressions, think of efficient managers going about their business in the government, public sector, or private sector. The term human resources refer to both the individuals who work for a firm or organization and the department in charge of managing personnel resources. Custom Human Resource software that can execute a variety of functions is required by HR managers in diverse departments. Managers of all types work in in the field of Human Resources Management, and they demand one of the unique intranet gateways to address the modern-day operational difficulties that government organizations confront. The review of these studies left a backdrop which leaves a rationale of assessing the adoption of e-HRM practices in the public service in Tanzania which stands a major thrust for this study.

### III. METHODOLOGY

In the course of assessing the adoption of e-HRM practices in the public service in Tanzania, this study took place in the Judicial Service Commission of Tanzania. The study area represents all other public sector organizations in Tanzania. The rationale of selecting the said agency is due to the fact that the adoption of electronic human resources management practices which also sought to foster organizational performance in the Judiciary organ in general. A descriptive case-study research design was specifically employed in the pursuit of this study. Out of the total available population in the study area which is 96 workers, Yamane, (1973) formula was used to avail a sample size of 77 respondents. Simple random sampling was used to select the study sample size which comprised of 77 respondents who were both male and female. In the course of pursuing this study, the respondents were randomly selected for the sake of getting their views, awareness and understanding on the subject matter under study. With techniques such as questionnaires and interviews both qualitative and quantitative approaches were employed for the purpose of attaining detailed information for this study. In the course of pursuing this study, secondary data were collected through literature review where by various documents relating to the subject matter were revised and critically evaluated by the researcher for the sake of generating information regarding the subject matter under study.

In the pursuit of data analysis process statistical analyses such as percentages for quantitative analysis as well as content analysis for qualitative analysis were carried out. The collected forms of descriptions and explanations were clearly analyzed. Also the researcher included descriptive statistics with simple classifications and distribution of data in the course of summarizing and presenting study results. Among other methods, further analysis method was used in analyzing the content of something that uses quantitative measures of the frequency of particular elements. It can measure also the number of times that particular item appears. The collected data was thoroughly analyzed in the view of each study objectives under the study. This was meant to unveil all forms of information related to the adoption of e-HRM practices in the public service organisations in Tanzania.

### IV. FINDINGS & DISCUSSION

#### 4.1 The Identified the Available HRM Practices which are under e-HRM

The study identifies the human resource management practices which are under e-HRM in the Judicial Service Commission of Tanzania. The existing e-HRM practices in the study area were sought to be useful in the course of revealing the exactly role, usefulness, extent of the adoption e-HRM practices and their influence towards enhancing organisation performance in the Judicial Service Commission of Tanzania. The study findings revealed the mainly seven (7) HRM practices which are under e-HRM namely; planning, recruitment and selection, training and development, performance appraisal, compensation, health, safety and labour relations as summarized in the Table 1.

**Table 1**  
*The Identified HRM Practices which are Under e-HRM. (N=77)*

Available e-HRM practices	f	%
Recruitment and Selection	32	42%
Training and Development	17	22%
Performance Appraisal	9	12%
Payroll Planning and Budgeting	7	9%
Compensation	5	6%
Health	4	5%
Safety and Labour Relations	3	4%

Out of all e-HR practices revealed in the area, 32 respondents who entailed 42% of the entire pool of respondents participated in the study mentioned recruitment and selection as the HRM related practice which has adopted electronic and digital systems to a large extent. Being mentioned by 43% the recruitment and selection practice was followed by training and development practices such that where 17 respondents admitted to widely involve electronic and digital systems in the undertaking of HRM related function. The established human resource management practices which are under e-HRM, show the extent into which the e-HRM system is very important because it is believed that the use of electronic systems into various HR practices in any given organisation can result to various significances including lowering administrative costs, improving decision-making processes, speeding response times across departments and sections and ultimately resulting to increased organizational productivity and performance. It decreases the paperwork substantially and allows easy access to voluminous data across various organisational functions. Through the enhanced HRM practices in the organisations, the employees can easily make follow-up on their achievements and to-do lists without going through cumbersome and litigious procedures. The e-HRM related practices use intranet or other web-related technology channels in the entire undertaking. They can also be used for implementation of other different HR strategies in the study area. The authorization of different HR functions taking place in the study area can be distributed through e-HRM system as presented summarized in the Table 1.

Basing on the study findings, the revealed human resource management practices which are under e-HRM are presented in the Table 1 cover practices which are related to the e-HRM systems in the study area. The revealed practices are applied in performing some or all Human Resource management functions including practices such as recruitment and selection 32(42%), training and development 17(22%), performance appraisal 9(12%), payroll planning 7(9%), compensation 5(6%), health 4(5%) as well as safety and labour relations 3(4%). The revealed practices show recruitment and selection practices are highly practiced in the study area such that majority of study respondents 32(42%) responded recruitment and selection being highly practiced through electronic systems.

Given the widely reported transformation of HRM practice into e-HRM across national and regional organizational context, the e-HRM practices has been widely adopted within the majority of African countries. The pace and scope of adoption of e-electronic systems in the manifestation of human resources management practices among various countries in the African continent call for in-depth inquiry to underscore the underlying dynamics similarly to the arguments from Thite, (2020). It is opined from the substantial body literatures that the difficulty for an organization to upscale her level of engaging electronic systems in her operational practices to significantly maintain the accuracy and transparency of its functions to the public. On the same line the findings from Iqba et al., (2019) and Hussein and Jaaffar, (2024) suggested the delivery of organization HR services in any given organization by upholding the uses of e-HRM in almost every aspect of organization conduct.

In this regard the widely use of e-HRM system sought to make organization operations more efficient as organization members are gaining easier access to information hence making organizational actors more connected with the world. Additionally, study findings suggest that e-HRM system with its self-service characteristics can be cheap and faster in providing specific HR activities. Despite many ICT benefits, there are many challenges facing organizations in using the ICTs as the wave of adopting e-HRM is moving so fast within the entire African context in line with the findings from Sungwa, (2021). This among other things substantiates the essence of making the ICT innovation become the backbone for the delivery of HRM services across the organisational department and sections.

Without the proper awareness of the imperative of the ongoing e-HRM system initiatives, employees do not place high value on e-HRM system initiatives which are taking place in the study area. Thite (2020) opines that since some HR practices are mandatory to be applied through electronic means, various government agencies ensure that their ICT plans and strategies are implementable. This includes calling for the need of aligning the e-HRM systems with their overall business strategies by making them as much as friendly as possible. This is seen in the vast pool of initiative as organizations attempt to expand their e-HRM system services to meet the growing needs. On the other hand, employees take a serious initiative to educate themselves and become well informed on the actual practice of utilizing e-HRM system towards achieving the desired organizational goals and objectives. This among other things calls for the enhancing educational level since it stands as one of the useful factors influencing the adoption of e-HRM in place.

In line with the use of e-HRM system technology ensures implementation of HR strategies, policies and practices. The e-HRM system technology supports the HR function so as to comply with the HR needs of the organization through web-technology-based channels which reflect the findings from Mathew et al., (2023) that majority of public sector organisations in Tanzania engage various practices related to HR planning, HR recruitment and selection, HR training and development, HR performance appraisal, HR compensation, HR health, HR safety and labour relations in majority of given organisations are turning into electronic. This is due to the fact that electronic systems make operations easy. The e-HRM model therefore is very helpful with regard to e-HRM system



implementation. The organization officials have to understand the perceptions of users of the systems and take appropriate measures to ensure organizational and users’ requirements are met.

#### 4.2 Factors Influencing the Adoption of e-HRM Practices in the Study Area

This study went further in revealing the factors influencing the adoption of e-HRM practices in the study area. The factors influencing the adoption of e-HRM practice in the Judicial Service Commission of Tanzania were reported in this section. The study sought to reveal the factors influencing the adoption of e-HRM in the Tanzanian public service organizations where social factors, economic factors and institutional factors were revealed to affect the adoption process through myriad set of factors as presented in the Table 2 herein.

**Table 2**  
*Factors Influencing the Adoption of e-HRM Practices in the Judicial Service Commission of Tanzania (N=77)*

Factors		YES	NO
		F (%)	F (%)
Social factors	Attitude of individual staff	65(85%)	12(15%)
	Preference of individual staff	60(78%)	17(22%)
	Relationships among employees	35(45%)	42(55%)
	Networking among employees	73(95%)	4(5%)
	Education level of individual staff	71(92%)	6(8%)
Economic factors	Availability of Financial resources	66(86%)	11(14%)
	Adequate Human resources	43(56%)	34(44%)
	Presence of ICT Infrastructures	27(35%)	50(65%)
Institutional factors	Supportive Policies	65(85%)	12(15%)
	Presence of Friendly Technology	59(77%)	18(23%)
	On-job ICT Training programs	50(65%)	27(35%)
	Management ability to support use of ICT	63(82%)	14(18%)

The study findings in the Table 2, revealed factors influencing the adoption of e-HRM practices in the study area are mainly divided into three aspects namely social, economic and institutional factors. Through the surveyed 77 respondents the social factors include 85% respond on individual personal attitude, 78% on preference, 45% on relationships, 95% on networking and 92% education level. The fact that information technology, strategic planning processes related to e-HRM as well as the way the organization interact in an emerging e-services environment the government agencies must evaluate how strategic e-HRM system plans are developed, communicated, and integrated into the work environment given the influence of IT revolution in the undertaking of HRM practices. Consequently, the study findings are concurring the excerpt interview with HRO-12 from Administration and Human Resources Department in the study area saying:

*“Given the staffing and employment criteria in The Commission, the adoption of e-HRM practices in various organizational functions is determined by myriad factors. The fact that the electronic systems are evolving over time, the speed of innovation is quite fast and dynamic. This calls for the need of cultivating an attitude of learning new ways of working among an individual staff. The presence of learning attitude among human resources can be more practical if the organizational management could put more emphasis for individual staff to adopt the introduced interventions in the realm of electronic HRM practices. By individual and organizational level commitments in place the adoption of e-HRM practices in the study area could more effective”* (Interview with HRO - 12, 07<sup>th</sup> May, 2024).

Due to the increasing use of Information System (IS) in the industrial operations in this modern times, HR professionals became accustomed to use information systems for Human Resources practices and activities from the early 1980’s to 2000’s as argued in the findings from Sungwa, (2021). The wide use of e-HRM practices includes an integrated system which covers a whole range of HR activities for the HR department in the organization. Usually, e-HRM contains some applications of labor force planning, supply and demand forecast, staffing information, applicant qualifications, information on training and development, salary forecast, pay increase, organizational employee relations and promotional-related information and so on.

Previous researchers have tried to explore some important factors which influence the decision of adopting e-HRM practices in any given organization. In line with this assertion recent studies also posit the imperative of e-HRM in improving strategy formulation and decision making process as it was revealed in the Judicial Commission headquarters. These widely opined factors are categorized into individual level, organizational level, technological

level and environmental level. Similarly, Mathew et al., (2023) found that the users' perception, attitude, motivation, intentions effect the adoption of any technological related intervention. Linking past research and the study on hand, the difference also shows users' attributes and their interaction with electronic interface results to the success or failure of utilizing technologies and their related implementation of organizational tasks on time.

Moreover, it was found in Singaporean SMEs that there is a great impact of top management including managers, heads of department (HoD) and Chief Executive Officers (CEO) attitude towards IS adoption among all other levels as opined by Sungwa, (2021). Similarly, among other things among other organizational factors including firm size and the available number of skilled workforce was sought to an important factor towards successful innovation adoption of any form of ICT technology in the HRM practices as it was strongly opined from Mathew et al., (2023). Since numerous studies showed that top management commitment has a positive influence on e-HRM or IT adoption, the successful adoption of e-HRM further requires availability of skilled e-HRM professionals in the organization. As majority of study findings posit perspective similar to the assertion from Mirji and Kapoor (2022) which adds that IT skills-set of the employees and their familiarization with IT facilitates e-HRM adoption in the organizations processes.

Following the study findings the reflection on various parameters of adopting e-HRM in the study area and in the likeminded institutions, is because of the existing lack of understanding of the system's functions and features as they may be a major obstacle in the process of e-HRM adoption. Some studies identified the factors such as insufficient financial support as the key factor hindering the successful implementation of e-HRM across organizational practices leaving other factors behind as argued in the Mathew et al., (2023). For firms to be able to adopt new technologies, organizations should be prepared to encounter some barriers including innovation complexity and its compatibility with existing organizational technology parameters including competency and legacy systems Umar et al., (2020). This assertion was in line with the study findings revealed in this study which took place in the Judicial Commission of Tanzania.

#### 4.3 Challenges Facing the Adoption of e-HRM Practices in the Study Area.

After ascertaining the factors influencing the adoption of e-HRM practices in the Judicial Service Commission of Tanzania, this study further sought to reveal the challenges facing the implementation and adoption of e-HRM practices in the study area. In the course of revealing the challenges it was revealed from the study findings, the challenges facing the adoption of e-HRM practices. The fact that e-HRM practices were widely undertaken in the study area, the study respondents were sought to reveal the challenges facing the adoption of e-HRM practices in the study area. The study findings on the challenges facing the adoption of e-HRM practices are presented in Table 3 as follows:

**Table 3**  
*Challenges Facing the Adoption of e-HRM Practices*

Challenges	Responses	
	N	%
Inadequate skills among human resources	32	42%
Inadequate competent human resources	17	22%
Inadequate financial resources	9	12%
Inadequate information on e-HRM practices	7	9%
Lack of capacity building programs	5	6%
Lack of ICT expertise	4	5%
Lack of supportive laws and policies	3	4%
<b>Total</b>	<b>77</b>	<b>100%</b>

The study sought to reveal the challenges facing the adoption of e-HRM practices in the study area. In the course of revealing the challenges it was revealed from the study findings on the challenges facing the adoption of e-HRM practices in the Judicial Commission of Tanzania. The fact that e-HRM practices were widely undertaken in the study area, the study respondents were sought to reveal the challenges facing the process of the adoption of e-HRM practices in the study area. Inadequate competent human resources, inadequate financial resources, inadequate information on e-HRM practices, inadequate capacity building programs, inadequate ICT expertise, lack of supportive laws and policies. Among all of the revealed challenges such as inadequate competent human and inadequate financial resources as well as information asymmetry on e-HRM practices were found to highly affect the adoption process in the Commission.



The study findings on challenges inhibiting the adoption of e-HRM among the organizational workforce cover the diversity which may consist of issues involving age, education, ethnicity, gender, income, marital status, physical limitations, religion, sexual orientation, or any number of other things across organizational practice. Understanding that change is required is the first step toward an individual accepting the change and so do the adoption of e-HRM practices in the study area. For the case of training and development as one of the HRM function, HR managers and individual personnel must deal with it diligently, this include the need of embracing e-learning which sound reasonable and cheap in this era. The available distance learning practices which mostly engages the use of technologies lowering training costs and makes training practice convenient to every individual in the organization. In building capacities, many companies across the industries are used to meet this challenge by providing e-Learning opportunities that allow employees to receive the training without the many expenses associated with physical attended on-site training.

The revealed challenges reflect the findings from De Alwis et al., (2022) and Johnson et al., (2022) which posit the shift of the modernization and development of the HR function by utilizing the most advanced technological equipment and systems as the system's information reduces uncertainty, bridges the gap between forecasting and reality and generates data that can be used to make decisions basing on the organizational workforce. The findings as they further stated that the majority of e-HRM practices are widely practiced in the finance department where various payments and remuneration practices and operations take place with the wide range of their internal control systems being included in adoption policies and procedures. In line with the adopted e-HRM which also aids to implement their internal controls to be widely adopted by the directors and management of any given organization serves to assist in achieving any organizational objective including ensuring as far as practicable, the orderly and efficient conduct of the business, including allowance to external and internal policies hence ensuring e-HRM practices are really leading to the overall organizational performance.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusions

Basing on the revealed study findings, this study hereby concludes HRM practices which are under e-HRM including recruitment and selection, training and development, performance appraisal as well as safety and labour relations. On the other hand the study concluded challenges facing the process of the adoption of e-HRM practices in the study area. Inadequate competent human resources in the study area, inadequate financial resources for undertaking the programs, inadequate information on e-HRM practices in the study area, insufficient capacity building programs, skimpy ICT expertise, lack of supportive laws and policies for strengthening e-HRM practices in the study area. Among all of the revealed challenges such as inadequate competent human and financial resources and inadequate information on e-HRM practices were found to highly affect the adoption process in the Judicial Service Commission of Tanzania.

### 5.2 Recommendations

Basing on the study findings which took place on the Judicial Service Commission of Tanzania, the following recommendations are suggested for some earmarked various actors towards influencing the adoption of e-HRM practices in the Tanzanian public service organizations. Firstly, the organizations belonging to the public service in Tanzania are hereby urged to regularly undertake routine capacity building programs to enhance e-HRM practices in the entire spectrum of organization conduct. This includes fostering training on e-HRM practices to equip employees to undertake myriad e-HRM related practices in their day to day operational routines as well as constantly undertaking awareness creation programs to their employees and administrators on the benefits and responsibilities of using e-HRM practices in the course of enhancing overall organizational performance in their working routines.

Secondly, the Judicial Service Commission of Tanzania which was also the study area for this study is urged to strongly institute routine training programs to enable employees with practical hands-on skills for engaging e-HRM practices in their endeavors. This includes practicing any form of best practices in e-HRM implementation which have taken place outside and inside the country through making employees attend study visits and practical excursions to those areas. There should be regular monitoring processes for making sure the adoption of e-HRM practices is taken to the wider context across organizational operations.

Thirdly, the individual employees from the public service organizations in Tanzania are hereby urged to voluntarily enhance their ICT understanding and capabilities to be able to adopt various forms of e-HRM. Furthermore, individuals in the study area are urged to change attitude and become more flexible towards adopting any e-HRM practices introduced in the area; this include equipping themselves with ICT skills to be useful to the entire range of operations of various public service organizations including Judicial Service Commission of Tanzania.

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