

**ADOPTION OF ELECTRONIC RECORD KEEPING FOR HUMAN
RESOURCE MANAGEMENT AT THE PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT,
TANZANIA**

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RESOURCE MANAGEMENT AT THE PRESIDENT'S OFFICE REGIONAL
ADMINISTRATION AND LOCAL GOVERNMENT, TANZANIA**

By

Minza Madulu

**A Dissertation submitted to Mzumbe university in Partial Fulfillment of the
Requirements for the Award of the Degree of Master in Human Resource
Management (MSc HRM) of Mzumbe University**

2016

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by The Mzumbe University, a dissertation entitled **Adoption of Electronic Record Keeping for Human Resource Management at President's Office Regional Administration and Local Government in Tanzania** in partial fulfillment of the requirements for award of the degree of Masters of Science in Human Resource Management of the Mzumbe University.

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DECLARATION AND COPYRIGHT

I, **Minza Madulu**, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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DEDICATION

I dedicate this work to the Almighty God the creator of this world for enabling me to accomplish this work. Also I dedicate this work to my husband Zadock S Murusuri and my daughter Teddy Nyangeri Murusuri. Thanks for your unconditional support with my studies, thanks for believing me and allowing me to further my studies. I am proud of you and therefore this work is your reward.

ABBREVIATIONS

DAHRM	Division of Administration and Human Resource Management
GIS	Geographical Information System
HR	Human Resource
ICT	Information and Communication Technologies
IFMIS	Integrated Financial Management System
IHRPMS	Human Resource and Payroll Management System
IMF	International Monetary Fund
PO-PSM	President's Office – Public Service Management
PORALG	President's office-Regional Administration and Local Government
RAMD	Records and Archives Management Department
URT	United Republic of Tanzania

ABSTRACT

This study provides understanding of the adoption of electronic record keeping for Human Resource Management in public organisations in Tanzania, specifically to examine how employee records are kept, to evaluate the level of adoption of electronic record keeping for human resource management and to examine the challenges facing PORALG in adopting electronic record keeping for human resource management. The study employed President's Office-Regional Administration and Local Government as a study area, whereby case study research design and qualitative approach were used in order to achieve the study objectives. A sample size of 10 respondents was used. The findings were qualitatively analysed and presented. The findings revealed that PORALG uses hard copy file, CDs and computers to keep internal recruitment records, and parts of external recruitment records from PSRS.

Also, uses hard copy files, computer and then in Human Capital Management Information System (HCMIS) to keep performance appraisal records. Moreover, both hard copy files and computers have been used to keep employees' Training and Development records. However, PORALG has little fund and experts for supporting the use of electronic record keeping, for example there are 11 IT experts who are responsible for ensuring efficiency of computers, reliable internet and the effectiveness in the transfer of employment records to POPSM. Based on findings for every research objective, the study concludes that PORALG adopted electronic record keeping for HRM to small extent, and it is in the transition from the three level (adoption stage) to fourth level (assimilation stage) of adopting electronic record keeping for human resource management, in view of the fact that electronic records at PORALG become a reliable tool for the human resource officers to accomplish few human resource functions; only promotion and compensation. It is still integrating hard copy and soft copy files in keeping employee records.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter presents the background of the study, a statement of the problem, objectives, research questions, significance of the study and scope of the study.

1.2 Background to the Study

Records keeping is as old as human history. The first records keeping has been done by human kind more than 5,000 years in Egypt and ancient Sumer. The earliest Sumerian records were made using reeds cut at a slant to form a wedge-shaped marks on clay, which was then baked hard (Cumming, 2010). Many of these clay tablets survive today, and scholars can even understand them. The earliest records look like accounts; lists of cattle, sheep and straw (Nicholson, 2008). Records are important as they make a great role for the organization process. The human resource management in both private and public sectors across the range of functions depend on the existence of information held in the records for their efficiency and effectiveness. All over the World Governments and Organizations as well as individual people use different ways of keeping records to assure that the documents are well managed (Bitekerezo, 1993).

E-records in human resource management processes has become important for both business and public actors in today's day to day processed (Cover, 2007). Electronization in relation to human resources, naturally with different intensity and from different aspects, has moved into the centre of attention everywhere. Business practice, in relation to HR labour electronization, has reflected a fast improvement and permanent change for the past decade, both at global and local levels (Medina, 2008). Top enterprises with global presence have been using web solutions in the field of HR for many years. Job seekers, employees increasingly trust online recruitment channels. In previous years, the market of job boards has become a separate industry, the biggest ones (*example, monster.com*) contain millions of job offers and employee curriculum vitae (Cover, 2007).

Since in 1990's, Tanzania through its organisations has initiated a series of measures for transforming itself into becoming more efficient, effective and customer-oriented towards attaining better services to its citizens. These efforts have put in place the foundations for what is now known as e-HRM, while sectoral reforms being done thereof for the purpose of utilizing ICT in their respective sectors (International Records Management Trust, 2007). Furthermore, through e-records the government collects and holds vast amounts of locally relevant information that may be converted into electronic media for better preservation, accessibility and consumption by the public. Such information includes legislation, regulations, forms, maps, research papers and numerous statistics, that may be sold or shared free of charge as appropriate (URT, 2003).

The government of Tanzania took different managerial efforts to ensure that the adoption of e-HRM is achieved. It is in August 2009 that the Government launched an e-Government strategy to provide a more co-ordinated and citizen-driven focus to ensure better services to its citizens through the adoption of ICT (Cumming, 2010). It was in that time, that a number of significant developments were underway, that included the installation of a government-wide network, sensitising large numbers of public servants to ICT opportunities, implementing various government-wide systems such as the Integrated Human Resource and Payroll Management System (IHRPMS), Integrated Financial Management System (IFMIS) and the Geographical Information System (URT, 2009).

Moreover, in October 2009 the Government put forward its e-HRM strategy with two significant circulars that demonstrated its importance regarding records management as a vital component of ICT and e-Government programmes (URT, 2009). The circulars highlight clear guidance on controlling and using information created in electronic form. Circular number 5 stresses on confidential government information that need be protected when staff members use electronic storage media such as flash disks, diskettes, tapes, DVDs and CD-ROMs. When this is done, the

information in the hard disks identified for disposition should be sent to the Records and Archives Management Department (RAMD) for storage. However, circular number 6 addresses electronic information management issues. It puts instructions for retention and disposition of government information in electronic form to ICT personnel, public servants who use ICT for their work and other public servants who have access to ICT tools to enable them access and disseminate information to relevant destinations (URT, 2009).

The circular requires that Government electronic storage media must be used for official purposes only and during office hours. All government data should be properly preserved in a secured storage media for future data recovery, retention and disposal of electronic records should follow the retention/disposal schedules for paper records and the system for electronic records management should indicate which records are supposed to be transferred to the National Archives for permanent preservation and when records with no permanent value are to be destroyed (URT, 2009). The records should be digitised and scanned according to standards set by the President's Office – Public Sector Management (PO-PSM). When using the Internet, government institutions should follow government regulations regarding security, confidentiality and records management and confidential information should not be sent via the Internet. The circular again refers to the role of RAMD, this time in relation to preserving electronic records 'for future data recovery'. Circular No 6 directs civil servants to apply retention rules for paper records to electronic records, and it requires that the documentation for electronic systems should indicate which records will eventually be transferred to RAMD for preservation (URT, 2009).

1.3 Problem Statement

The importance of electronic record keeping for human resource management cannot be ignored because it enhances good corporate and public governance by fostering information sharing, transparency, accountability, and enhances the delivery of more effective public services at both central and local levels, while also assist the

government as an employer to fast track and execute different employee demands such as training and development, promotion and arrears (Asogwa and Ezema, 2012). This is to say that electronic record keeping in public organization is very important because through them they can ensure easily access and retrieval of information. (Ojo, 2009).

Different efforts have been undertaken by the Tanzanian government to support electronic record keeping for human resource in public and private institutions, such as enacting various laws, regulations, ICT policy, Record management and Archive policy so as to make records available all the time, and as valuable assets in the public institutions, and the two significant ICT circulars were issued in 2009 that necessitate confidential government information to be kept in electronic storage (URT, 2009). In spite of the different efforts that have been undertaken by the government to ensure that there are electronic records keeping in public institutions for more effective and fast public services, there are still some complaints based on arrears and employee promotion in public institutions which are not solved for the reason that the employees failed to present all supportive documents for their claims (Ojo, 2009). For instance, some of teachers have lost their claims on sick allowance, annual leave allowance, subsistence allowance and salary arrears due to their failure to present salary slips, promotion letters, posting letters as evidence to authenticate their claims (Josiah, 2009).

The failure of the government to solve employees' claims on the basis of missing of supportive documents, such as salary slips and promotion letters has raised questions whether public institutions in Tanzania has adopted electronic record keeping for human resource management as directed by ICT policy of 2003 and two ICT circulars which were issued in 2009. Therefore from this understanding, the researcher raised interest to assess the adoption of electronic record keeping for human resource management in public institutions in Tanzania, using President's Office Regional Administration and Local Administration as a case study.

1.4 Objectives of the Study

1.4.1 General Objective

The study sought to examine the adoption of electronic record keeping for Human Resource Management at the President's Office Regional Administration and Local Government in Tanzania.

1.4.2 Specific Objectives

- i) To examine how employee records are kept at PORALG
- ii) To evaluate the level of adoption of electronic record keeping for human resource management at PORALG
- iii) To examine the challenges facing PORALG in adopting electronic record keeping for human resource management.

1.5 Research Questions

- i. How employee records are kept at PORALG?
- ii. What is the level of adoption of electronic record keeping has PORALG attained for human resource management?
- iii. What challenges does PORALG face on adopting electronic record keeping for human resource management?

1.6 Significance of the Study

The study provides useful guidelines to public institutions; including the President's Office, Regional Administration and Local Government to speed up their efforts in the adoption of electronic records keeping for human resource management.

Also, the study provides helpful information and knowledge to policy makers and public institutions about the importance of employing electronic human resource management in the institutions.

Moreover, the study contributes to the improvement of collaboration among public institutions in sharing electronic records, thus speeding up the record keeping interventions.

Furthermore, the study contributes to improvement of performance of public servants as it provides information to public institutions about the importance of using electronic human resource management tools.

1.7 Scope of the Study

This study focused on examining the adoption of electronic human resource management in public institutions in Tanzania. The study was conducted at President's Office, Regional Administration and Local Government since it is not possible to be conducted in all public institutions due to time limit and the size of the geographical distribution of the public institutions. President's Office, Regional Administration and Local Government has been chosen due to the fact that it is one of the public institutions that has many complaints concerning employees salary arrears and promotion, that are not solved for the reason that the employees fail to present all supportive documents for their claims.

1.8 Summary of the Chapter

This chapter has introduced the study by providing basic descriptions. It has outlined the study background information, problem statement, objectives of the study and research questions. Also, the chapter describes the significance and scope of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literatures related to electronic record keeping. The chapter consists of three sections; section one presents the theoretical literature review, section two the empirical literature review and section three is for the syntheses and research gap.

2.2 Theoretical Literature Review

2.2.1 Concepts of Key Terms

2.2.1.1 Electronic Records

According to McDonald (2006), These are records which are created shared or managed through the use of electronic means. Also, Tafor (2003) defines electronic records as Information obtained through the use of ICT environment, these records may have or not have a paper record to back it up. Moreover Duranti in (1999) describe electronic records as a record that contain machine readable information that is communicated and maintained by means of electronic equipment in the process of conducting transactions.

2.2.1.2 E-governance

E-Government is the use of information and communication technologies (ICTs) to improve the activities of public sector organisations (Stephens, 2000). According to Van Heerden and Vine (2007), E-Government is the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management (Nicholson, 2008).

2.2.1.3 Human Resource Management

Human resource management has been defined by many scholars in different ways. Human resource management is the process of managing employees and assets or valuable resources in the organization (William and Eggen, 2008). Human resource management include different activities which are recruitment and selection, training and development, conducting job analyses, planning personnel needs, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes and communicating with all employees in the organization. Again human resource management support the organization capacity to plan, monitor and evaluate its possibility and performance. It is from that background that the incorporation of e-records is a critical success of an organisation's operations (Cover, 2007). Generally, Human resource Management is a process which enables an organization to manage its staff equitably, efficiently, consistently and in a more transparent way to ensure maximum accountability and effective performance, gearing to the optimal success of and development of an organization. The process involves among others human resource planning in terms of required professionals, reliable and accurate personnel record keeping, effects of technological change, monitoring and evaluation of staff performance (Majo 2002)

2.2.1.4 E-Human Resource Management

Electronic Human Resource Management is the use, management, and regulation of electronic records in order to provide human resource services within the organization. It includes e-recruitment and e-learning, the first fields of human resource management to make extensive use of web-based technology. From this base e-HRM has expanded to embrace the delivery of virtually all HR policies.

Within a system of e-HRM, it is possible for line managers to use desktop computers to arrange and conduct appraisals, promotions payroll plan training and development, evaluate labour costs, and examine indicators for turnover and absenteeism. Employees can also use a system of e-HRM to plan their personal development,

apply for promotion and new jobs, and access a range of information on HR policy. This is to say that through the use of e-HRM to conduct different HR activities this may lead to the effectiveness and improvement of the organization. Systems of e-HRM is increasingly supported by dedicated software produced by private suppliers (McDonald, 2006).

Also, Electronic human resource management (E-HRM) refer as the process of a company integrating its human resource department with information technology specifically designed to help with tasks associated with human resources. Therefore E-HRM allows human resource staff to focus less on the operational and more on the strategic element of human resource, by doing this the business can streamline its human resource and become more efficient in terms of both cost and product.

Different tasks that can be handled by E-HRM include staffing, training, and payroll. Software is installed, which can handle various time-consuming jobs, allowing HR employees to save time on those tasks and concentrate on strategic maneuvers designed to improve the business (Bitekerezo, (1993).

2.2.1.5 Adoption Process in Electronic Records Keeping For HRM

Adoption Process in electronic records is the mental process that employees and management go through from the awareness of an electronic records to its infusion or becoming loyal users, and use widely in HR functions (Asogwa and Ezema, 2012). (1) Awareness: The employees and management come to know about electronic records but lack the necessary information on it, (2) Evaluation: They weigh its pros and cons, employees are curious of how the innovation could integrate into the functions of the organization. (3) Adoption: They purchase and implement electronic records for the first time to determine its utility and quality, (4) Assimilation: the new technology is adopted and widely integrated into work processes. This indicates that the technology has become a reliable tool for the adopter to accomplish specific tasks. (5) Infusion: The technology of electronic records has gone beyond being used as an individual technology. Not only has it

become an integral part of a business processes; the adopter has learned how to apply the technology to other uses.

2.2.2 Theoretical Framework

Theoretical framework is based on archival theory, managerial fashion theory, technical knowledge and know-how theory, and diffusion of innovations theory.

2.2.2.1 Archival Theory

According to Horseman (2001), it state that, the government it have responsibility to maintain and preserve the record in proper and orderly way. According to this theory the records must be accessible and useable, as much to carry out its own business as for political, administrative and juridical control; as memory and evidence. Records are increasingly stored in electronic formats which create additional demands on their management. Points of departure and methodologies must be tested for their correctness and their usefulness in the digital age. Archival theory puts more emphasis on the storage of the records in a way that will simplify the use of those records (Josiah 2009). Based on the above arguments, Record keeping in public organization is very important since it facilitates Human Resource Management process through provision of crucial informations necessary for decision making.(Medina 2008)

2.2.2.2 Diffusion of innovations Theory

According to Rogers (1995), Diffusion of innovations is a theory that seeks to explain how, why, and at what rate new ideas and technology spread. Diffusion is the process by which an innovation is communicated over time, among the participants in a social system. The origins of the diffusion of innovations theory are varied and span multiple disciplines.

The theory proposes that four main elements influence the spread of a new idea: the innovation itself, communication channels, time, and a social system. This process relies heavily on human capital. The innovation must be widely adopted in order to

self-sustain. Within the rate of adoption, there is a point at which an innovation reaches critical mass.

The categories of adopters are innovators, early adopters, early majority, late majority, and laggards. Diffusion manifests itself in different ways and is highly subject to the type of adopters and innovation-decision process. The criterion for the adopter categorization is innovativeness, defined as the degree to which an individual adopts a new idea.

2.2.2.3 Technical Knowledge and Know-How Theory

According to Attewell (1992), the theory asserts that every employee in the organization should have the required knowledge for him or her to be able to adopt the new technology introduced into the organisation, therefore basing on this theory the organisation is required to ensure that the employees have the knowledge needed for adopting the new technology, the new knowledge can be acquired through workshops and seminar within the organisation premises or outside the organisation. If the organisation won't equip its employees with required knowledge, it becomes difficult for the organisation to adopt new technology since the employees will fail to use the new technology for improving the employee performance and organisation performance. Thus, the organisation would get loss on purchasing new technology which can not be used by the employees for improving the organisation performance.

2.2.4 Managerial Fashion Theory

According to Abrahamson (1991), the theory asserts under conditions of uncertainty, organizations ("management fashion followers") imitate innovation models promoted by "fashion-setting organizations" and that the diffusion rates and final levels of adoption of any given management innovation cannot be fully explained by rational or technically efficient arguments. In addition to techno-economic forces, socio-psychological factors have a significant influence in decisions to adopt and engage in continued use of a management innovation. Thus, management fashion is

largely a cultural phenomenon, shaped by norms of rationality and expectations of progress i.e. management must be seen to be always looking for improvement.

The underlying expectation is that over time, the use of a specific management fashion will eventually decline and new fashions must emerge. Some fashions will decline quite quickly and these are considered to be "fads". Others achieve widespread adoption and continued use for a considerable period of time. Finally, in a given subject area, multiple cycles or generations of innovation are visible where, as one proposed approach declines, fashion setters introduce a new innovation.

2.2.3 Relationship Between Human Resource Management Functions and Records

Most organisations undertake various basic human resource or workforce management functions, including human resource planning; monitoring and policy improvement; establishment control; enrollment; appointment; performance assessment; staff training, promotion, secondment and transfer, disciplinary and grievance procedures; participation, leave, and disorder; payments and remittances (Matula 2005). Every one of these activities produces records that should be captured and overseen in recordkeeping frameworks, paying little heed to whether the records are in paper or electronic configuration (Majó, 2002).

2.2.3.1 Human Resource Planning, Monitoring and Policy Development Records

Human resource planning is in charge of evaluating and checking the organisation's HR needs, planning for the future and creating suitable policies and guideline. Planning and observing activities may relate, for instance, to enlistment needs; aptitudes investigation; age and sexual orientation profiles; rearrangement of the workforce position, administration, conservation, or the recognizable proof of staff due to retirement and the effect on benefits plans. Policies cover a wide range of activities and those activities are occupation and evaluating structure, codes of conduct, grievance procedures well being and security, work relation and excursion and levels of nonappearance. Administrators undertaking planning monitoring and

policy advancement should get to information about current workers with the goal they can make the analysis about existing and future HR prerequisites (Mc Donald 2006)

Human resource planning determines records created in the everyday procedures of HRM. These record are traditional paper which are kept in files, however, progressively they might be held in the electronic arrangement. HRIS is additionally prone to rely on upon information sheets that may give "evidentiary" information, including authorisations and endorsements. HRIS may catch this information during preparation of HR occasions, for example, appointments or promotion, however, unquestionable proof of these occasions should even now be kept up as records (for instance, letters of appointment or promotion). The analysis procedure itself is liable to create reports, records of discussion and internal correspondence, some of which may need to be continued kept in policy files. In a completely computerised framework, HR records and reports might be held electronically, yet it is likely that manual staff documents and policy or subject file will keep on being made will be held in a central recording system. Planning record ought to be as a component of the development of all plans. They can give valuable experiences into the evolution of practices and inform the improvement of future plans and policies (Marutha, 2011).

2.2.3.2 Recruitment Records

Enrollment or choice includes various diverse procedures, including filling of new or empty vacancy, advertisement of the vacancies to be applied internally or externally, interviewing applicants, testing of the applicants to measure their aptitude levels. The enrollment procedure may include communication in individual, by means of phone through general print based exchange through the internet or by email. Records must be kept to report appointments as well as to confirm that the enlistment procedure has been competitive, reasonable, straightforward and with regards to built up guidelines and strategies. In a few circumstances, sound tapes might be made in the interviews and should be dealt as records. Records archiving the enrolment procedure ought to be kept up as a subject or case files by the organization that is

most straightforwardly required with the enlistment procedure. The enrolment procedure may likewise incorporate the issue of a report or "warrant" approving the filling of the position. Once a hopeful has been chosen, the records identified with unsuccessful competitors ought to stay on files for a specific period, on the off chance that, for the occasion, an applicant inquiries the determination procedure or the organization wishes to consider the candidates for different positions (Ndenje-Sichalwe, 2011)

2.2.3.3 Promotion Records

Promotion of the employees in the organisation can not be ignored as it can help the employees to reach the personal goals, therefore the reason of the organisation to promote an employee is normally based on the different assesment of the individual based on different factors such qualifications, peformance experience and the potential of the individual (Cover 2007). The information of the employee to be promoted can be obtained through the performance appraisals and others record kept in individual person file. Promotion record are very important in the organisation because through them is where we can get the the basis of merit demands of the true information of the employee. This is to say that all information based on promotion of the employee must be kept on the personal file of the every employees in the organisation. Promotion record are there in the organization to ensure the increase in pay for the purpose of pension. Thus any inforamtion related to promotion are very important for enabling the payroll is currently and pension requirement is met when the time reach (Marutha 2011).

2.2.3.4 Payroll records

Payroll records in the organization are very important as they are used to verify the amount that the employee is being received according to the his or her postion, level of education, qualification, grade salary scale and any allowances entitled to be paid (Medina 2008). For example an acceptance letters ,copies of letter of appoitment and others information related to the employment of a candidate will likely be sent to the

organisation accounting office to ensure the individualis added to the system of the payment. Therefore, each human resource activities that influence change to an employee payment and allowances will influence changes in the payment system, therefore the effective management and communication of same information is very important to maintain the accurate payment. Clearly there is requirment to intergrate system and business process that are envolved in separate but related function. Payroll record was the one of the best business function to be computerised. Initially pay information for every individual are mantained in database. As such system still available, large organisation are used payroll information as a part of combined financial management system so that record affecting different business process need to be entered into computer. The need of computerisation, payroll records were stored in register and payroll with payroll files mantained to hold the form and documentation required to request, authorise and direct change to payroll for individual employee (Adamson and Zampetti 2001). Payroll system also increased efficiencies and effectiveness in payroll managment, whereby employees get their compensation timely and reduced the risk of entering the calculation error greatly since electronic payroll allows an organisation to keep employee records intergrated with payroll data wich are helpful when it come to make change in pay scheduling and keeping track of employee work hour (Johare and Rietsema 2013)

2.2.3.5 Training and Development Records

Every new individual from staff obliges to prompt their employments and to the organisations overall. During their careers, staff members ought to likewise get open doors for further instruction, preparing and individual and expert advancement. Once in a while, if the preparation is broad or excessive, holding might be needed: the worker concurs that in return for access to instruction or preparing, he or she will embrace to work for the business for a particular endless supply of the preparation. Where conceivable, examinations about instruction and preparing ought to happen during the worker's performance assessment and reported in composing as

confirmation of choices considered and choices made. The new worker's prompt line managers and the HR officer will have a joint obligation regarding dealing with the records of staff incitement and beginning preparing. Prompting records identified with particular workers ought to be set on their individual staff document. Demands for preparing or instruction, alongside endorsements or dismissals, data about courses went to, post-preparing reports and testaments or different records of capabilities ought to be set on the staff documents or caught electronically (McDonald 2006) Electronic devices in keeping electronic records improve accuracy, transparency and provision of timely and quick access to training and development records for both employees and employers in organisation. (Ngai and Wat 2006) A different arrangement of records on preparing opportunities, for example, depictions of courses or data about instructive foundations should be kept by the HR unit as subject document. Progressively data about preparing and capabilities is kept electronically in HRIS to permit HR supervisors to screen and assess preparing necessities and opportunities over the organisation. (McDonald, 2006).

Table 2.1: Documents Generated by Human Resource Management Function

Function	Example of document
Human resources planning and establishment control	• The documents required in Human resources planning include: Vision, Mission, objectives of the organization and the organogram (organisational charts), which guide planning of human resource requirement in terms of number, proffession, quality, establishment, Seniority, Schemes of service and job classification.
Policy development	• Rules and procedural documents which guide HR operations such as: recruitment, promotions, training, payments, retrenchment, employer-employee relations and punishment.
Labour relation	2 Record of negotiation ,discussion,disputes,with trade union and staff associatio
Health and safety	• Policy and procedural document • Investigations and report of incident • Accident and incident logs
Recruitment	• Application letters, personal curriculum viate, person specification , advertisment interview report, job analysis

2.2.4 HRIS-Generated and Desktop-Generated Records

The storage, search, distribution and access capability of electronic systems has encouraged users to dispense with the paper copy (Cover, 2007). With the introduction of the computers in many working environments, personnel records created electronically are stored with changing degrees of formality and standards on the desktop itself (Cumming, 2010).

It is of value that HR managers continue to create records in paper form after the installation of the HRIS. However, once the computer system is fully operational it is common to discontinue the maintenance of paper records systems. But, this would require that effective electronic records management procedures to be in place and working well to ensure the documentation and preservation of reliable and authentic evidence in electronic form (Cover, 2007). Payroll records seemed to be the first

business functions to be computerised. Initially, pay records for each employee were typically maintained in a stand-alone database. While such systems still exist, large organisations are now more likely to administer payroll as part of a combined or integrated personnel, payroll or financial management system so that data may be entered in the computer for documentation and archival saving. (Adamson and Zampetti, 2001).

2.2.5 Developing an Effective Electronic Records Management System

An electronic records management process should involve each layer of the organization. It must be created by a cross functional team, including representatives from top management, IT, legal, compliance and Human Resources. A representative from each area should be involved in setting expectations, and comprehending the goals of the organization (Medina, 2008). In addition to cross-functional involvement in the development of the organisations's process, employers should provide all employees with training on the new electronic records management policy or process. Every person has to be on the same page as to where and how given records will be stored. It is the only way to ensure consistency in the maintenance and retrieval of those records. Finally, employers embarking on an electronic records management system should disseminate normal communications regarding the corporate policy on records management and should retrain employees after any great technology or process upgrades. Regularly revisiting the corporate policy or practice is a better way to ensure that it still meets the organisation's needs, and is implemented as expected (Majó, 2002).

2.2.6 The Life Cycle of Electronic Record

The life cycle of electronic records includes creation, use, storage and disposition for most business and government entities. Some organizations archive certain records deemed invaluable, as the last phase of the life cycle when they are not destroyed (Wallace, 1996).

2.2.6.1 Creation

One of the biggest challenges for any electronic management system is to document the origination of new records in a logical and consistent manner for future use, retrieval and storage. What constitutes a record is established by the organization's policy. If correctly identified at the beginning of the life cycle, a record is easily accessible until the record's usefulness expires and it is destroyed. Depending on the organization, some records are created automatically by the system when certain data are entered into the computer. Other systems require an individual to create a record manually (Josiah, 2009).

2.2.6.2 Use

Once a record is created electronically, it is normally distributed and used as an information tool for business or governmental purposes. For this reason, records are stored in a repository for easy access. While active, most records are warehoused, but accessed through a database with identifying information that labels the record (Wallace, 1996).

2.2.6.3 Storage and Maintenance

After a file has been used and is no longer needed regularly, a record is often stored as inactive. Records must be stored for access prior to being destroyed according to the rules stated as organisational policy. Part of the reason for such emphasis on proper storage relates to privacy issues. The prudent organisational policy addresses security as a major part of responsible record maintenance (Saffady and William, 1998).

2.2.6.4 Disposition

Records must be accessible for a certain number of years. Both private and public organisations keep records for litigation purposes, in case they were forced to defend certain actions taken in the past. How records are disposed of is of critical importance. Since electronic files can be restored in expert hands, it is critical that

electronic files be erased with no possible way to retrieve the information (Josiah, 2009).

2.2.7 Criteria for Electronic Records

There is only one criterion which makes a record, an electronic one. An electronic record contains machine-readable information, as opposed to a paper file which contains human-readable information. Machine-readable records cannot be read without the proper hardware and software. A coding process of the information (converting the data into an electronic signal) makes the record machine-readable. Once an electronic document has been printed, the printout is not an electronic record, since the information is now in human-readable form (Wallace, 1996).

2.2.8 Management of Electronic Records

Electronic records should be preserved in such a way that its form, retrieval, reliability and authenticity as evidence of a particular activity are not subject to change, bearing in mind the safety of the records. For example, if the information in the medical records is changed, it will eventually be useless or misleading to clinicians and nurses during a patient followup visit. That in itself is a health risk since the doctor may repeat the same prescription or treatment conducted during the first consultation (Ojo, 2009). However, IT is a good tool that can be utilised in smoothening access to records. The East and Southern Africa Regional Branch of the International Council on Archives (ESARBICA) are still far behind with the adoption of IT for records management. (Ndenje-Sichalwe, 2011).

Kenya and South Africa are good examples of lack of records management automation. This may be because computation of archival services requires the purchasing of hardware, software, training, consultancy, networking, system maintenance, user friendly system identification, records security measures to prevent unauthorised access and virus prevention against data corruption (Ndenje-Sichalwe, 2011). Electronic records are now received in a large number of archives.

Due to the size some of these records are now losing value as a result of its age, which is round about 15-20 years. This shows a very serious need to strengthen effective and efficient management of electronic records for easy retrieval and access to records (Stephens, 2000).

2.2.9 The Tanzania National Records and Archives Management Policy of 2011

This policy has put emphasis on proper record keeping systems that capture records created or received by public office electronically. The government should ensure that electronic records are migrated to a new generation of systems whenever there is technical obsolescence (URT, (2011). The policy accelerated implementation of the Human Capital Management Information System (HCMIS) which was first initiated in 1995 but remained inactive in public organisations. HCMIS now has improved employee records management, whereby in the majority of public organisations are kept electronically in the system, thus human resource and payroll management have become more effective through the use of HCMIS, since public organisation can communicate with the President's Office – Public Service Management for employees claims, such as salary arrears, increments and unpaid leave allowances.

2.2.10 Importance of Electronic Human Resource Management

Electronic human resource management is very important in the organisation because it helps the managers to make quick and correct decision that will lead to success of the organisation (Snell, Stueber, and Lepak, 2002). Human resource management can be more strategic, Flexible, cost effective if applied to the electronic record. It has been pointed that electronic record have the potential to reduce administrative cost, increase productivity, speed response times, enhance decision-making, and improve customer at the same time (Yeung and Brockbank, 1995).

In relation to HR planning, employees' electronic records are easy to be updated, employees can make personnel changes and job requisitions. This means that, since employees are given the opportunity to update their personal data, the employment

records gain higher accuracy and quality (Adamson and Zampetti, 2001). Electronic human resource management support online recruitment on the corporate web site or on an online recruitment vendor's website, and allowing applicants to send their resumes electronically via e-mail or in any electronic format (Galanaki, 2002).

Electronic human resource management allows the human resource activities such as recruitment, training and development, payroll, promotion and performance appraisal to be conducted through the use of internet interface. Therefore managers and employees can be able to submit all data in their department through electronic form. This practice is important in the organization as it reduce paper work and decrease time and cost for the HR department (Yeung and Brockbank, 1995).

2.2.11 Electronic Record keeping for Human Resource Management Challenges

The process of managing electronic information or data for different human resource activities is having many obstacles for organization. This means that records in different principles of records management utilize the records in different format, it's more difficult to ensure that the context, content and the structure of the record in different do not have a physical format. Therefore this can affect on the long term of system reliability and trustworthiness of electronic information (Saffady & William 1998)

When electronic record are managed there should be carefully planned and tailored approach and regulatory framework which operate the system in the organization in the organization. If the effective electronic records management procedures are not well arranged, that records vital to business activities may become obscured in digital or lost through obsolescence (McDonald 2006). Electronic information or record need much less storage space than paper records, therefore this help in saving outweigh by others consideration. The record which are kept for ten years are more are likely to be subjected to problems of technical obsolescence. Likewise, it is

expensive to create and maintain an electronic records programme compared to a paper system recordkeeping. The process of preserving electronic record is higher and it having high cost because the system is need a sophicated computer, therefore the good environment for specialized information technology staff in the most cases is very expensive.

Electronic records sometimes can be collapted and manipulated, therefore inorder to avoid this situation thereshould be strong security rules which guide the issue of manipulating the information or records can be altered withought the organization knowledge simply because the storage media and computers environment do not appere to have changed (Durant 1999).

Technical change in the process of keeping records is inevitable , therefore it is advisable that the electronic to be presaved in electronic devices like computers environment and they should have a responsible and quliefied pessonel who is responsible to manage the record system which are important resources in the organization (Ezima 2012)

2.2.12 Process of Adoption

According to Rogers (1995), Zahara and George (2002), Cooper and Zumd (1990), Meyer and Goes (1988), and Fichman and Kemerer (1997) process of adoption involve the following leves:

i. Knowledge or Awareness

At this level of knowledge, the individual or organization is aware of the existing of technology. This means that the employees in the organisation is interested about the innovation and knows something about the existing technology (Meyer and Goes, 1988).

ii. Evaluation or Interest

At this level of adoption individuals or employees are curious of how the innovation could integrate into the functions of the organization. This is to say that employees in the organization are able to search information about how the innovation and the technology may affect the existing operation or process of the technology or innovation. Therefore at this stage the organization is able to evaluate if the technology will fit for their their environment. (Rogers, 1995).

iii. Adoption

At this level of adoption the organization is being considered at the third stage in the manner that employees in the oragisation has purchased or emplemented the new technology. Therefore being in this stage the organization can utulize the techonology in different ways (Cooper and Zumnd,1990).

iv. Assimilation or Routinization

At this stage the new technology is adopted and widely integrated into work processes. This indicates that the the technology has become a reliable tool for the adopter to accomplish specific tasks. Therefore the major differences between this stage, routinization, and the third stage, adoption, are the scope of adoption and the time that an innovation has been adopted. Not only is wide-spread adoption needed to reach this stage, but time and some familiarity and comfort with the innovation is necessary (Fichman and Kemerer, 1997).

v. Infusion

At this stage of adoption researchers advocate that the technology has gone beyond being used as an individual technology. Not only has it become an integral part of a

business processes; the adopter has learned how to apply the technology to other uses. This focuses on going beyond the intention or scope of the original implementation to meet other duties that the organization performs (Zahara and George, 2002).

2.2.13 Factors Influencing Adoption Process

According to Kim and Galliers (2004) adoption process is influenced by the following factors.

a) Knowledge and Skill

Any organization should have skilled and knowledgeable people who can plan and implement HR policies of the organization. If the organization lacks this, it is likely to face difficulties in the adoption of a particular required appropriate technology. For example, if there is no any employee who knows how to use computer, the organization will not employ the device unless it undergoes training of its staff or hire a new employee with required skills and knowledge.

b) Funds

Adoption of new technology involves purchasing the technology, therefore if an organization facing shortage of funds or financial constraints will not be in the position to adopt the technology, even if the organization has employees with enough knowledge on the use of the technology.

c) Culture

Every organization has the ways or means of executing its daily activities. Such culture has created trust on the efficiency of technology they have been using for several years. When new technology is introduced, such organization is likely to become reluctant to adopt it.

d) Changing of the Status Quo

If the new technology would lead employees or management team to change or lose their position in the organization. The organization is likely to ignore the new technology.

2.3 Empirical Literature Review

The study by Marutha (2011) on Records Management in Support of Service Delivery in the Public Health Sector of the Limpopo Province in South Africa, revealed that paper records negatively affected timely and effective health care services. This resulted in long patient waiting times and patients being treated without their medical history records. Moatlhodi (2015) on his study about an Assessment of E-Records Readiness at the Ministry of Labour and Home Affairs in Botswana. The study revealed that the level of e-records readiness at MLHA is average. This is attributed to inadequacy of some key e-records readiness variables, which negatively affects the level of e-records readiness for NARMS. These include inadequate legal and regulatory framework; average adherence to records management procedures, tools and standards; low awareness among staff of the records management programme and, the national regulatory framework and on the NARMS pilot project; limited space for records management; slow progress in the implementation of NARMS and low capacity building as records management staff is rarely taken for training. The study has also revealed that opportunities for increasing the depth of e-records readiness exist, such as: availability of financial resources for NARMS project; adequate ICT infrastructure and high management commitment on the E-Records Management (NARMS pilot project). Moreover, these studies could not examine how employees' records may be kept in the organisation.

Ndenje-Sichalwe (2011) on her study about the Role of Records Management in the Implementation of Public Service Reform Programme in Tanzania. The study revealed that although the introduction of the PSRP had resulted in some efforts in reforming the records management practices in the government ministries, records in the government ministries were not well managed. The findings of the study established that current records management practices in the government ministries were accorded low priority, registry personnel were not adequately trained and the absence of specific budgets allocated to registry sections hindered the effective

operations of the registries. Additionally the research in records management sponsored by the Army Research International Records Management Trust (2007) on its study about Fostering Trust and Transparency in Governance: Investigating and Addressing the Requirements for Building Integrity in Public Sector Information Systems in the ICT Environment, Tanzania case study. The study revealed that PO-PSM use electronic records, whereby it had embarked on a scanning programme to provide electronic copies of key documents that in future could be accessed through the HCMIS. Moreover, the study could not highlight the level of adoption attained for e-records for HRM.

GAO (2002) on its study about Challenges in Managing and Preserving Electronic Records, revealed that records of historical value are not being identified and provided to NARA for preservation in the archives. As a result, valuable electronic records may be at risk of loss. Part of the problem is that records management guidance is inadequate in the current technological environment of decentralized systems producing large volumes of complex records. Another factor is the low priority often given to records management programs and the lack of technology tools to manage electronic records. Finally, NARA does not perform systematic inspections of agency records and records management programs, and so it does not have comprehensive information allowing it to identify records management implementation issues and areas where its guidance needs to be strengthened. NARA plans to improve its guidance, and to address technology issues. However, NARA's plans do not address the low priority.

Urassa (2009) on his study about Factors affecting negatively proper records Management Practices in the Government Agencies. The study found there is absence of e- record keeping and registry staff, this has led to the delays on files movements which takes a lot of time to find a file caused by reluctance of employees who deals with a lot of things and hence delayers who in decision making and problems solving; Poor communication among departments in registry offices which

leads into misplacement of files. Marandu (2007) on his study about the Effectiveness of Record Management System in public organisations revealed that there is challenge on effective record keeping in the public organisation, many employees, for example registry clerks and other staffs dealing with records an issues concerning records management do not have enough knowledge related to electronic record management. Therefore, it is important for them to learn proper principles of electronic records management system in performing their daily duties and responsibilities. However, their studies could not determine the challenges for adoption of e-records for the management of human resources.

Majid and Abozava (2014) on the study of Computer Literacy among university Academic Staff: A case of IIUM, the study found that majority of senior staff members of International Islamic University in Malasiya are computer illetarate most of them are older staff member in non- academic depertments.

Kanuti (2014) on the Challenges Facing Preservation Of Vital Records In Public Sector In Tanzania, the study found that there is a shortage of IT exparts in public organizations in Tanzania, thus some of public organisations, such as EWURA have failed to intergrate its record management system into ICT.

Adjorlolo and Ellingse (2003) on their study about Readiness Assessment for Implementation of Electronic Patient Record in Ghana: A case of University of Ghana Hospital. The study result indicate commitment of the hospital administrators towards ensuring organissational readiness for Electronic Patient Record in the following areas; training of staff in computing, provision of alternate source of electricity, provision of internet and internet infrastructures, provision of Electronic Patient Record. The health workers indicated their readiness for Electronic Patient Record in the following areas; knowledge in and access to computers, motivation for Electronic Patient Record and anticipated changes in work schedules. Despite these somewhat promising readiness indicators from the hospital, there were some conspicuous constraints relating to finance, a functioning ICT Department, ICT logistics and procurement of Electronic Patient Record that must be well addressed

for a successful and sustainable EPR implementation. However, these studies could not identify the challenges facing organisations in adopting e-records.

The archiving of e-mail has been put forward as a solution to management of e-mail and a “best- first step” towards compliance with legal requirements (Nicholson, 2008). Medina (2008) in her study cautions that e-mail must be managed as a business record; and it must be done in a manner consistent with existing records management policies and practices. Cover (2007) cites examples of poor e-mail management, which include ignoring retention and disposition requirements or not deleting e-mail messages at all. Medina argues that e-mail should not be treated as a records series by simply creating a store of all e-mail. The experience of the United States is an example of how governments can be adversely affected by poor management of e-mail. The White House’s practice of recycling back-up tapes before 2003 led to arguments that some e-mails were lost and has been “the subject of several lawsuits”. Sasali (2007) on his study about Exploring Factors to the Effectiveness of Personnel Records Management in Public Organizations in Tanzania, revealed that public organisations in Tanzania use electronic records, and there are electronic devices for records keeping, but paper records are still used to the large extent, particularly on employees’ employment records. However, their studies could not show the level of adoption attained.

2.4 The Synthesis

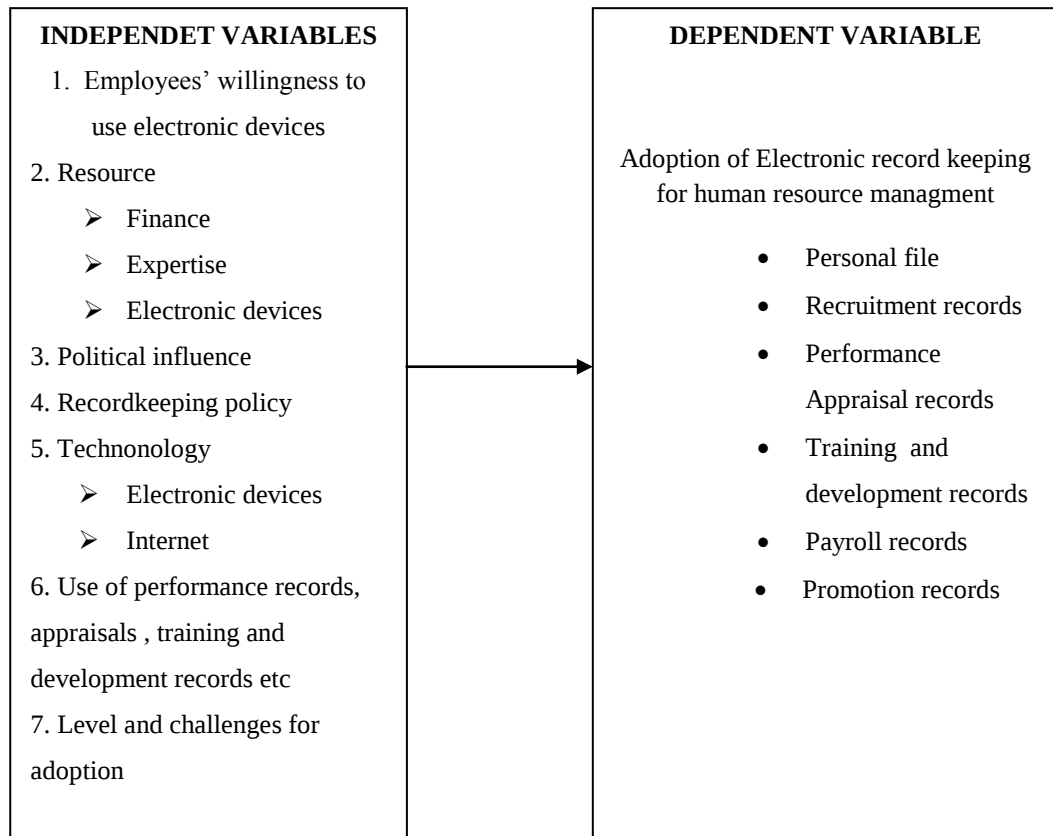
Many reviewed studies based on areas such as factors for the effectiveness of personnel records management in public organizations, effectiveness of record management system in public organisations and factors affecting negatively proper records management practices in the Government agencies. In the reviewed studies, the researcher identified the gap on examining the adoption of Electronic Human Resource Management, specifically examining how the personal files are kept and recruitment record at PORALG. Also examining the performance appraisal and training and development records at PORALG. Moreover, examining payroll and

promotion records at PORALG. Furthermore, evaluating the level of adoption of electronic recordkeeping for human resource management and examining the challenges facing PORALG in implementing electronic record keeping for human resource management at PORALG have been reviewed and resulting into gaps to be filled by the study.

2.5 Conceptual Framework

This section presents a conceptual framework from which the analysis of this study was made. The purpose of the study was to examine adoption of electronic recordkeeping for Human Resource Management at the President's Office Regional Administration and Local Government, Tanzania. The study developed a framework that indicating a relationship of variables based on the assumptions derived from the reviewed literature. The framework assumes that, if the public organisations have a recordkeeping policy that directs the use of electronic devices for recordkeeping, there is available technology for supporting recordkeeping, the government provides support for adoption of electronic recordkeeping, the organisation has enough resources and the employees are willing to use electronic devices for recordkeeping, Such organization would have been successfully implementing electronic recordkeeping for Human resource Management.

Figure 2.1: Conceptual Model



Source: Modified from Omar's (1995) conceptual framework for quality insurance

2.6 Conceptualization and Operetionalisation of Variables

i) Employees' willingness to use electronic devices: the term willingness refers to readiness of employees at PORALG to use electronic devices without being persuaded.

Employees' willingness was measured by employees' readiness to use electronic devices through inquiring the management whether their employees use electronic devices for keeping their own employment records, they have knowledge on using electronic devices (such as computer) and participate in entering records into electronic devices when required by the management.

ii) Resource: Refers to fund, expertise and devices required for adoption of electronic recordkeeping for Human Resource Management at PORALG. The

Resource was measured by inquiring the management to explain whether they have funds, experts and electronic devices for adaptation of electronic recordkeeping for Human Resource Management.

iii) Political influence: Refers to legislative requirements, regulatory barriers, government directives and support exerted to PORALG on practicing recordkeeping. The political influence was measured by inquiring the management to explain whether there are legislative requirements and government directives which affect the adoption of electronic recordkeeping for Human Resource Management.

iv) Recordkeeping policy: refers to the principles or regulations that guide record keeping at PORALG. Recordkeeping policy was measured by inquiring the management to explain whether PORALG has the regulations which guide record keeping.

v) Technology: Refers to the application of science in record keeping at PORALG. Technology was measured by inquiring the management to explain which methods or devices employed by PORALG for record keeping.

2.7 Summary of the Chapter

In this chapter, literatures related to electronic record keeping were reviewed. Whereby theoretical literatures such as concept of key terms, theories, policy, acts and circulars were reviewed to enrich researcher's understanding about the study. Also empirical studies were consulted to provide the broad knowledge to the researcher about adoption of electronic record for human resource management from the findings in the previous similar studies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In order to examine the adoption of electronic record keeping human resource management in public organizations in Tanzania there was a need to make important methodological considerations to enable this study to realise its purpose. Methodological considerations include the following: research design, area of study, target population, sample size, methods of data collection, respondents' sampling techniques and ethical consideration.

3.2 Research Approach

Research approach include three approaches which are qualitative, quantitative and mixed approach, This study employed qualitative approach so as to capture expressive information about adoption of electronic record for human resource management in public institutions this is because the approach it uses in depth studies of small groups of people to guide and support the construction of hypothesis

The results of qualitative research are descriptive (Kumar 2009). On the other hand quantitative approach is the systematic empirical investigation of observable phenomena through statistical, mathematical or computational techniques. It involves the collection and analysing numeral data and applying statistical analysis (Kumar, 2002). This study employed qualitative approach to capture expressive information about adoption of electronic record keeping for human resource management in public institutions.

3.3 Research Design

This section describes the plan, structure and strategy of investigation that was employed so as to obtain answers to research questions in this study (Kumar, 2002). There are four research designs: the experimental design, case study, longitudinal design and survey. This study employed case study design due to the following reasons: first, the mission of the researcher was to have an in-depth examination of

the adoption of electronic record keeping for human resource management at President's Office, Regional Administration and Local Government as suggested by Yin (2009). Second, the researcher wished to triangulate the study through full use of the potential of multiple methods (Shuttleworth, 2008). Third, budget constraints made the case study approach more appropriate for this study since the study focused to a single case.

3.4 Area of Study

The President's office, Regional Administration and Local Government at Dodoma municipality was selected as the area of the study. It was selected due to the fact that, it is one of public organisations in Tanzania which face challenges on the adoption of electronic recordkeeping. PORALG has been failing to verify the employees' claims due to absence of documents to support their claims. For instance, secondary and primary school teachers have been unable to process their claims on subsistence allowance and arrears due to the failure of PORALG to verify their claims. This could be easy and possible if there would be a successful implementation of electronic recordkeeping for employees (Ndenje-Sichalwe, 2011). The Records and Archives Management Act no.3 of 2002 Part III under Section 9 assigns that public's management officers are responsible for creating and maintaining records and documents of different functions and activities in their respective offices through the establishment of good record system (URT 2002). National Records and Archives Management Policy 2011 all of these are the efforts of the government of Tanzania to ensure that records are kept properly (URT, 2011).

3.5 Target Population

Borgdan *et al.* (1996) defined target population as a particular group of people that a researcher is interested to generalise the findings of the study. The target population of this study was Division of Administration and Human Resources Management which make a total of 10 people

3.6 Unit of Inquiry

The unit of inquiry is presented clearly in table 3.1.

Table 3.1: Unit of Inquiry

Unit of enquiry	Total number	Percentage (%)
Division of Administration and Human Resources Management	10	100

Source: PORALG (2016)

3.7 Sampling Techniques

The study employed expert sampling technique to select 1 Director and 9 human resource officers. The respondents were selected purposefully into the study because are experts in the division of human resource department and have decision making authority which affects human resource activities at PORALG. Also, typical case sampling technique was employed to select PORALG as an area of study for the reason that PORALG has been failing to verify the employees' claims due to absence of documents to support their claims. For instance, secondary and primary schools' teachers who are working under PORALG have been unable to process their claims on subsistence allowance and arrears due to the failure of PORALG to verify their claims, this could be easy and possible if there would be a successful implementation of electronic human resource management (Ndenje-Sichalwe, 2011).

Characteristics of Respondents

As indicated in Table 3.2, the interview involved 10 respondents, of whom 60% were female and 40% were male. Age of respondents was categorised into four age groups: 18-29, 30-49, 50-59, 60 years and above. The findings in Table 3.2 show that the majority of respondents were those aged between 30-49 years (90%), 18-29 years (10%) and none of them aged between 50-59, 60 years and above. The distribution of respondents according to their level of education indicates that 40% had bachelor's degree and 60% had completed master's degree.

Table 3.2: Basic Characteristics of the Respondents (N = 10)

Characteristics	Frequency	Percentage
Age		
18-29	9	90
30-49	1	10
50-59	0	0
>60	0	0
Total	10	100
Gender		
Male	4	40.0
Female	6	60.0
Total	10	100.0
Level of education		
Bachelor' degree	4	40.0
Master's degree	6	60.0
Total	10	100.0

Source: Research data (2016)

Respondents aged between 30 and 49 constituted 90% of the total number, whereas those aged between 18 and 29 constituted 10%. This trend provides a crucial insight that the younger generation was highly involved in decision making at PORALG compared to the older generation where non of them was staff member of the division of human resource management and administration. The descriptive statistics in Table 3.2 further indicate that female respondents were dominantly represented by 60%, while male respondents were represented by 40%.

3.8 Sample Size

The sample size consisted of 10 respondents from the division of Administration and Human resource management at PORALG. The study employed 10 respondents as sample size for the reasons that the study employed qualitative approach, thus 10 respondents were deemed to be enough for in depth investigation.

3.9 Methods of Data Collection

This section describes methods that were used to collect data. The study employed the triangulation approach whereby interview and observation were used as methods of data collection.

3.9.1 Interview Method

Krishnaswami (2003) according to him interview is the conversation between two people, the researcher and an information through the interview the investigator can obtain relevant information about the study. In this study this method was employed to collect qualitative data used to supplement information gathered through questionnaires and documentary review. The choice of interview tool based on assumptions that interview allows flexibility of clarification of questions also enables additional questions to be asked leading to rich data collection. Yin (1994) adds that interview is a method of choice when the investigator wishes to carry out an in-depth investigation on a subject of interest. The interview method was applied to collect primary data from Director of DAHRM and Human resource officers from the department of Administration and Human resource Management. The interview guide was prepared to direct the two ways systematic conversation between the researcher and the respondent to collect information about the device (methods) used to keep employment records, the level of adoption of electronic recordkeeping and challenges facing PORALG in adopting electronic human resource management.

The interview method was chosen because it is thought to be a suitable method for getting in-depth information concerning the study from the key respondents whom were selected into the study by purposive sampling technique. A guide of interview

used during interview is attached as Appendix I. Kothari (2004) argues that; interview can be costly and may take long time to collect data especially if a large number of respondents are involved. To overcome these limitations only a few respondents were interviewed (See Table 3.2). The interview appointments were fixed with the respective respondents and follow-ups made to ensure all planned interviews were carried out.

3.9.2 Observation Method

Observation is the process of collecting information or data through watching behaviors or observing event or noting physical character in the real environment. This method of collecting information can be conducted into two ways which are direct or indirect observation. Direct observation is when the researcher watch interaction, process or behavior as they occur, while Indirect observation is when the investigator dealing with the result of interaction, process or behaviors (Shuttleworth, 2008). This study employed indirect observation to collect information about the methods used by PORALG to keep employment and payroll records, the number of IT experts available and the record keeping policy, acts or regulations available which direct the methods to be used for recordkeeping at PORALG. The observation check list is attached as Appendix ii.

3.10 Validity and Reliability of Research Instruments

These instruments tools are very important aspect in research and are being considered in this study. Validity is an instrument whereby through it a researcher can be able to measure the accurate and meaningful of the result of the study (Nyezi 2010). And reliability refer to the consistency of result that an instrument will be applied when repeated in the investigation (Saunders, 2000). Therefore all these instrument are very cruel in the study because they have great influence on the nature of the result. In this study the instrument were applied to test the validity and reliability so as to determine if there is a need of improvement or no, therefore in this study the researcher conduct a pilot study of 10 respondent so as to establish the

validity and reliability of the study, after the study and after the investigation interview questions were modified to ensure the accuracy and consistency of the instrument.

3. 11 Data Analysis Plan

Data analysis involved a number of closely related operations that were performed with the purpose of summarising the collected data and organising them in such a manner that they yielded answers to the research questions. Thematic analysis technique was employed to analyse qualitative data, which were collected through observation and interview methods, the data from interview method were presented in quotations, while data from observation method were presented in tables.

3.12 Ethical Considerations

Social science research involves collecting data from people (respondents). Therefore, it is very important to hold on ethical standards, to guarantee protection of participants' rights, thus the findings are truthful. Ethical standards were observed in the planning and conducting of the study; there was voluntary participation, Director for HRM and Human resource officers were not forced to participate in the study; the respondents were informed about the purpose of the study before they decided to participate. Questions were carefully framed and asked in ways that avoided causing psychological harm to the participants. Moreover the researcher secured research clearance from Mzumbe University, and requested for research permit from the division of Administration and Human Resource at PORALG.

3.13 Summary of the Chapter

In this chapter, key methodological aspects such as sampling techniques and methods that were used in the gathering of data, the techniques through which the analysis and interpretation of the data proceeded, and the way findings are presented had been described to the best of researcher' knowledge. Also, the way the researcher considered ethics of the study is fully explained.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings derived from the analysis of the data found from the case study. The presented results focused on answering the identified research questions in order to meet the specific objectives of the study. The thorough analysis in response to each question posed by the study was made. The proposed study seeks to examine the adoption of electronic record keeping for Human Resource Management at the President's Office-Regional Administration and Local Government. The result presented from the analysis of the data which were found from interviews and research observation. Results are presented by using descriptions and tables. During data analysis and presentation of findings explanations and descriptions have been provided where necessary to make the findings more elaborative. The findings are well presented in response to the research objectives accordingly.

4.1.1 Keeping of Employee Records at PORALG

The first objective of this study was to examine how employee's records are kept at PORALG. The study set to explore the devices used for keeping recruitment records, employees' performance appraisal records, Payroll records, Training and development records and Promotion records.

I) Recruitment Records Keeping at PORALG

The interview with Director of DAHRM and Human resource officers revealed that PORALG conducts only internal recruitment, through transfer of employees from Local government Authorities, while external recruitment is done by Public Service Recruitment Secretariat which conduct recruitment on behalf of PORALG, however PORALG uses hard copy file, CDs and computers to keep internal recruitment records, and parts of external recruitment records from PSRS. One of the Human resource officers had the following to explain:

We practice only internal recruitment by transferring employees from local government Authorities, external recruitment is done Public Service Recruitment Secretariat conduct recruitment (PSRS). Normally the selection reports and the names of new employees are sent in CDs from PSRS, and then we print out. (H1)

We do not conduct external recruitment; PSRS conduct external recruitment on our behalf, though we conduct internal recruitment by transferring employees from Local government Authorities when we have vacancies... However, we use hard copy files and computers to keep recruitment records. (H2)

We do not have records all records of external recruitment, we have part of external recruitment records (selection report, and list new employees) sent to us by PSRS, also we have internal recruitment records or employees apply for transfer from local government authorities to PORALG. The recruitment records have been kept in hard copy files, CDs and computers. (H3)

A similar perspective was presented by Director of HRM and Administration:

We do not conduct external recruitment at PORALG... The external recruitment is done by PSRS, we are only conducting internal recruitment by transferring employees from local government Authorities, we are using hard copy files, CDs and computers to keep internal recruitment records and part of external recruitment records (list of new employee and selection report) from PSRS. (D1)

The findings show that PORALG conducts only internal recruitment by transferring employees from Local Government Authorities, this supported by URT (2009) that public employees can be transferred from parastatal organisation to another; the application for a post in a parastatal organization shall be made through the employer. The employer shall forward the application to the Parastatal Organisation

concerned and indicate whether or not he is prepared to release the public servant if selected for the post. The Parastatal Organisation shall forward the application and the attachments to the public servant's Chief Executive Officer who shall in turn submit them to the Permanent Secretary (Establishments) together with the public servant's personal particulars for approval or otherwise. Therefore, whenever there is vacancies, PORALG may transfers employees from Local government Authorities, while the external recruitment is done by Public Service Recruitment Secretariat which normally conduct recruitment on behalf of PORALG.

This aligns with Public Service (Amendment) Act, 2007 Section No.29 that directs PSRS to facilitate recruitment of employees in the Ministries, Independent Departments, Executive Agencies (MDAs) and other Public Institutions. Also, the findings show that not all recruitment records are kept by PORALG, only internal recruitment records(application letter, curriculum vitae and copies of academic certificates) and some of external recruitment records (employees selection report and the list of names of the new employees) from PSRS are kept in hard copy files, CDs and computer. The findings are line with Sasali (2007) who revealed that public organizations in Tanzania use electronic records, and there are electronic devices for records keeping, but paper records are still used to the large extent.

ii) Employees' Performance Appraisal Records Keeping at PORALG

Observation data in Table 4.1 and the interview with Director of DAHRM and Human resource officers revealed that performance appraisal records at PORALG are kept in hard copy files, computer and then in Human Capital Management Information System (HCMIS), popularly called LAWSON. The Human resource officers had the following to explain:

Performance appraisal records are always kept in employees hard copy files, but electronically are kept in computers for purpose of sending them to President's Office, Public Service Management (POPSM) through the use of

Human Capital Management Information System, particularly when there is a need for employees promotion or demotion. (H 2)

Performance Appraisal records are normally kept electronically and in hardcopy files, for example number of employees who filled the forms, but also records of budget for employees compensation for those who filled performance appraisal forms and required to be promoted are kept in computer then transfer to POPSM through HCMIS. (H3)

We are keeping performance appraisal records in hard copy files, then are kept in computer, also are kept in HCMIS for more usage. (H9)

When probed about whether PORALG uses electronic devices for keeping performance appraisal records. Director DAHRM gave similar comments as following: *Performance appraisal records for employees are kept in both hard copy files and in computers. (Interview with D1)*

The findings show that performance appraisal records at PORALG are kept in both hard copy files and computer, then in Human Capital Information Management System. This implies that performance appraisal at PORALG is conducted on the corporate internet interface. This means that the human resource manager and the employees are able to submit performance data directly to the HR department in electronic form, also it implies that employees promotion regarding to their performance might have been done on time and accurately since with the help of Human Capital Management Information System, the human resource officers at PORALG communicate in a fast pace with POPSM for promoting the particular employees. The same observation was done by Yeung & Brockbank (1995) and Bitekerezoo (1993) who argue that electronic human resource management can impressively decrease time and cost for the HR department, since it executes various HR activities efficiently and effectively. The findings also alien with Archival

Theory in the sense that PORALG keep performance appraisal records in both hard copy files and soft copy file for administration use such as compensating and promoting employees.

iii) Training and Development Records Keeping at PORALG

Observation data in Table 4.1 and the depth interview with Director of DAHRM and Human resource officers revealed that PORALG uses both hard copy files and computers in keeping employees' Training and Development records the Human resource officers had the following to say:

Records for Training are also kept in hard copy files and soft copy (computers), records such as number of employees attended training in fiscal year, types of training, training expenses, training period and number of employees on trainings have been kept in both hardcopy and softy copy.(H1)

Training and development records are kept in both computers and hard copy files, such records are number of employees received training, number of workers in on training, budget for trainings, periods that will be employed for training. (H3)

Table 4.1: Electronic Record Keeping at PORALG

S/N	Record	Electronic Device
1	Employees' Performance Appraisal Records	Computer and HCIMS
2.	Training and Development Records.	Computers
3.	Payroll records	Computer, CDs and HCIMS

Source: Reserch data (2016)

The findings show that PORLGL uses hard copy files and computers in keeping employees' Training and Development records. The findings imply that the use of computers (which are connected to internet) might have made it easier for Human resource officers to spot employee's competence trends or to identify areas of

weakness, also easily to retrieve and use training and development records as a basis for goal setting or aid in selecting staff assignments by matching competencies with required skills in a short period of time, moreover the use of computers might have provided more transparency to training records for everyone in the organisation. This is consistent with Ngami and Watt (2006) who argue that electronic devices improve accuracy, transparency and provision of timely and quick access to training records for both employees and employers in the organization, also electronic devices such as computer enable human resource officers to format a profile of their staff, where they can identify their strengths and weaknesses, so they will know what they have in the personnel sense. Accordingly, they will be able to structure appropriate development promotion training and recruitment. Therefore the right people will be placed at the right time for quality human resource management and personnel management.

iv) Payroll records Keeping at PORALG

Observation data in Table 4.1 and the interview with Director of DAHRM and Human resource officers revealed that payroll records are kept in HCMIS and managed by President's Office, Public Service Management (POPSM), also PORALG when brought from POPS are kept in hardcopy files and computer. Director of DAHRM had the following to say:

We always keep payroll records by means of computer and Human Capital Management Information System (HCMIS), also we use hardcopy file to keep payroll record. (D1)

When probed about whether PORALG uses electronic devices for keeping Payroll records. Human resource officers had the following to say:

We are using both softy and hardcopy means in keeping payroll records, hard copies are kept in files, and softy copies are kept in computers, also we

use HCMIS for keep payroll records, HCMIS is used and controlled by POPSM. (H2)

Payroll records are kept in system of HCMIS, this system is controlled by POPSM. For example, when an employee is promoted, demoted transfer to PORALG or employed, all these are executed by HCMIS. (H1)

Payroll records are kept in system of hard copy; also we keep them by means of files, computer and HCMIS. (H4)

The findings for the study show that payroll records are kept in HCMIS and managed by President's Office, Public Service Management (POPSM), also by PORALG when brought from POPSM. The findings imply that the use of electronic human resource management might have been helping Human resource officers to organize all the tasks of employee payment. These tasks can include keeping tracking days the employee have worked, employees arrears, deductions and calculating compensation. The human resource officers required inputting employee compensation information, and hours/ days and she or he worked in a particular month, then the software calculates the information automatically.

Thus, employees at PORALG might have been paid their monthly compensation on-time and accurately; paying employees in a timely and accurate fashion, which is an important part of keeping employees satisfied with their jobs and willing to work for PORALG. Previous studies, for example Johare (2013) and Rietsema (2010) have similar results, which show that electronic payroll system has increased efficiency and effectiveness in payroll management, whereby employees get their compensation timely and reduced the risk of entering and calculation errors greatly, since electronic payroll allows an organization to keep employee records integrated with payroll data, which can be very helpful when it comes to making changes in pay, scheduling, and keeping track of employee working hours.

v) Devices Directed by Policy for Employment Records

Observation data in Table 4.2 and the interview with Director and Human resource officers revealed that there is Information Technology (IT) policy of 2014, Records Archives Act number 3 of 2012 and Registry Procedural Manual of 2007 which direct the use desktop computers, and discourage the use of portable devices and personal e-mails in keeping employment records. One of the Human resource officers had the following to comment:

There is IT policy of 2014 which emphasize rotation and disposal of employment records, the policy discourage prating out the official e-mails, storing of records in portable devices such as laptop, for example HCMIS cannot be operated in personal laptop. Therefore, we are using Virtual Private Network (VPN) as secure network connection which combines all District Council. (H3)

There are acts, policy and circulars which provide directives on keeping the employment records. For example Registry Procedural Manual of 2007 puts emphasis that right information should be available at the right time to the right person, in other way it insists the use of electronic devices for records keeping for reasons that guarantee the availability of right employment records at right time and to the right person. (H4)

Table 4.2: Record Keeping Regulations and Policy

Regulations and Policy		Year
S/N		
1	IT Policy	2014
2.	Registry and Procedural Manual	2007
3.	Record and Archive Management Act number 3	2013

Source: Research data (2016)

The findings for the study show that there are Information Technology (IT) policy of 2014, Records Archives Act number 3 of 2012 and Registry Procedural Manual of

2007 which direct the use electronic devices for keeping employment records at PORALG. Despite of the directives by policy and regulations on the use of electronic devices, there are still the use of hardcopies for record keeping, this implies that PORALG might have been facing shortage of fund devoted for adoption of electronic record keeping for Human Resource Management, thus both paper file and computers are used for record keeping. The same observation was done by Ndenje-Sichalwe (2011) on Role of Records Management in the Implementation of Public Service Reform Programmed in Tanzania, revealed that the absence of specific budgets allocated to registry sections hinder the effective operations of the registries, particularly in maintenance of computers for electronic records keeping, thus the use of paper files will not be avoided since they can serve purpose when computers collapsed by virus, or there is power cutoff.

vi) Resources Available at PORALG for Electronic Record Keeping

Observation data in Table 4.3 and interview with Director of DAHRM and Human resource officers revealed that PORALG have fund and experts for supporting the use of electronic record keeping, for example there are 11 IT experts who are responsible for ensuring efficiency of computers, reliable internet and the effectiveness in the transfer of employment records to POPSM. One of the Human resource officers had the following to comment:

We have enough resources for supporting electronic record keeping at PORALG, we have fund allocated for computer maintenance, internet bill and for purchasing of electronic devices such as computer, external hard disks, CDs, flushes. Also we have enough IT experts, they are 11 in numbers who always working hard to ensure Human Capital information System is efficient and effective. (H1)

When probed whether the PORALG had enough resources for supporting electronic recordkeeping HRM. Director of DAHRM had the following to say:

We have people whom were employed for managing records at PORALG, we have also IT experts who manage Human Capital Management Information System, maintain computers software and ensure reliable internet... We have fund to support electronic record keeping, though the fund is not enough.
(D1)

Table 4.3: Number of IT Experts at PORALG

Professional	Organization	Total
IT experts	PORALG	11

Source: Research data (2016)

The findings for the study show that PORALG have fund and experts for supporting the use of electronic record keeping, for example there are 11 IT experts who are responsible for ensuring efficiency of computers, reliable internet and the effectiveness in the transfer of employment records to POPSM. However, the findings imply that PORALG face shortage of IT experts, since the available 11 experts are not capable to ensure the effectiveness of Human Capital Information System at PORLG and all 181 councils in Tanzania. The shortage of IT experts might have brought challenges in management of electronic records at PORALG and its councils. The similar observation was done by Kanuti (2014) on the challenges facing preservation of vital records in public sectors in Tanzania, revealed that there is shortage of IT experts in public organizations in Tanzania, thus some of the public organisations, such as EWURA have failed to integrate its record management system into ICT system, which impels all records movement to be conducted manually, thus the process has reduced efficiency to registry operations.

4.1.2 Level of Adoption of Electronic Record Keeping for HRM at PORALG

The second objective of this study was to evaluate the level of adoption of electronic record keeping for Human Resource Management at PORALG how employee's

records are kept at PORALG. The evaluation of the level of electronic keep for HRM at PORALG was done on regard of five stages of adoption process proposed by Rogers (1995), Zahara and George (2002), Cooper and Zoomed (1990), Meyer and Goes (1988), and Fichman and Kemerer (1997). It was found that the first levels of adoption have been attained namely; awareness, evaluation, adoption and assimilation. What has not been adopted is the fifth level of adoption known as infusion. Thus, the level adopted can be explained from the results in table 4.1.

Observation data in Table 4.1 and the interview with Director of DAHRM and Human resource officers revealed that PORALG uses both hard soft copy files. Human resource officers had the following to say:

Performance appraisal records are always kept in employees hard copy files, but electronically are kept in computers for purpose of sending them to President's Office, Public Service Management (POPSM) through the use of Human Capital Management Information System, particularly when there is a need for employees promotion or demotion. (H1)

Performance Appraisal records are normally kept electronically and in hardcopy files, for example number of employees who filled the forms, but also records of budget for employees compensation for those who filled performance appraisal forms and required to be promoted are kept in computer then transfer to POPSMS through HCMIS. (H3)

We are keeping performance appraisal records in hard copy files, then are kept in computer, also are kept in HCMIS for more usage. (H9)

Also, Observation data in Table 4.1 and the interview with Director of DAHRM and Human resource officers revealed that employment records such payroll records are kept in HCMIS and managed by President's Office, Public Service Management (POPSM), also PORALG when brought from POPSMS are kept in hardcopy files and computer. Director of DAHRM had the following to say:

We always keep payroll records by means of computer and Human Capital Management Information System (HCMIS), also we use hardcopy file to keep payroll record. (D1)

When probed whether PORALG uses electronic devices for keeping Payroll records. Human resource officers had the following comments:

We are using both soft and hardcopy means in keeping payroll records, hard copies are kept in files, and soft copies are kept in computers, also we use HCMIS for keep payroll records, HCMIS is used and controlled by POPSM. (H1)

Payroll records are kept in system of HCMIS, this system is controlled by POPSM. For example, when an employee is promoted, demoted transfer to PORALG or employed, all these are executed by HCMIS. (H3)

Payroll records are kept in system of hard copy; also we keep them by means of files, computer and HCMIS. (H4)

The Rogers (1995), Zahara and George (2002), Cooper and Zoomed (1990), Meyer and Goes (1988), and Eichmann and Kemmerer (1997) proposed five stage of adoption process: Knowledge or Awareness, Evaluation/Chaise/Interest, Adoption, Assimilation/ Reutilization and Infusion. The findings suggest that PORALG has adopted electronic record keeping for HRM to small extent, and it is in the transition from the three level (adoption stage) to fourth level (assimilation stage) of adopting electronic record keeping for human resource management. In view of the fact that electronic records at PORALG has become a reliable tool for the human resource officers to accomplish few human resource functions; only promotion and compensation functions, also still integrate hard copy and soft copy files in keeping employee records. This is similar with Cooper and Zumd (1990) and Eichmann and

Kemerer (1997) who argue that organisation is considered to be in the adoption stage if it has purchased or implemented the new technology, also it is considered to be in assimilation stage when new technology is adopted and widely integrated into work processes.

4.1.3 Challenges Facing PORALG in Adopting Electronic Record Keeping

The third objective of this study was to examine the challenges facing PORALG in adopting electronic record keeping for Humana Resource Management. In-depth interviews were conducted with Director of DAHRM and Human resource officers revealed that lack of fund, un reliable internet network, un reliable power, shortage of IT experts an unwillingness of employees to use IT technology hinder effective adaptation of electronic record keeping for human resource management at PORALG. Human resource officers had the following to say:

We have challenges, for example the network internet is not reliable, it is weak particularly when we use HCMIS, also we experience power cutoff, we lack fund, IT experts and some of our employees are not customer to Information technology, therefore they are unwilling to use electronic devices, such as computer. (H1)

We lack fund, experts, we face unreliable net work and power cutoff. These have been our major challenges that lead to ineffective use of electronic record keeping for human resource management. (H6)

Yes... we have the challenges, I admit that PORALG lack IT experts, we have only 11, this number is not enough to support us, we have also been facing electricity problem, we do not know what time the power will be off, some time when you are filling employee information in HCMIS, the power cutoff... We do not have enough funds to support implementation of electronic devices for human resource management; we fail some time to make comprehensive maintenance of our computers. Other challenge is the attitude of some of our

employees toward the use of Information technology; they prefer the use of hard copies, even if they are told to submit the documents in soft copy. (H7)

When probed whether PORALG had challenges which affect adoption of electronic recordkeeping for Human Resource Management. The Director of DAHRM had the following to argue:

We do not have enough fund for involving all employees into the use of IT, because we lack enough computers, also we experience shortage of IT experts... Just imagine, we are managing 181 councils in 26 regions with 11 IT experts! Also, it has been difficulty to change some of employees' mindset on the use Information Technology. (D1)

The results show that PORALG is facing UN reliable internet network, UN reliable power supply, shortage of IT experts, an unwillingness of employees to use IT technology and shortage of fund. The mentioned challenges have been hindering effective adoption of electronic record keeping for human resource management at PORALG. The findings indicate that some employees might be computer illiterate, thus have been avoiding the application of electronic devices, also such employees might have been presenting paper documents whenever asked to present electronic records, leading to human resource officers at PORALG wasting more time in converting the paper documents into electronic records. The similar result was revealed by Majid and Abazova (2014). The study found that majority of senior staff members of International Islamic University Malaysia are computer illiterate, most of them are older staff members in non academic departments.

The findings imply the shortage of fund allocated to electronic record keeping for human resource management at PORALG might have led continuity of using paper documents, failure to conducting computer training to illiterate employees and ensuring consistent supply of electricity. The same observation was done by Adjorlolo and Ellingse (2003) who revealed that shortage of fund allocated to the

implementation of electronic patient records in Ghana University Hospital affected the commitment of the hospital administration towards ensuring training of staff in computing, provision of alternate source of electricity, provision of internet infrastructures and provision of Electronic Patient Record devices.

The findings are also in line with Zulu (1994) who posits that frequent power cuts constitute serious impediment to digital preservation in Africa. This usually damage digital equipment and where there is a standby electric generator, the running cost is exorbitantly prohibitive. Again, telecommunications infrastructures in most African countries are either lacking or poorly developed, and few African states have modern digital and packet switching telecommunications facilities needed for data transmission.

Moreover, shortage of IT experts at PORALG might have led to ineffective electronic human resource management in some of HR functions, such as training and development, at PORALG and councils, since it is not possible for 11 IT experts to manage electronic records for all HR practices in 181 councils. This concurs with the study by Marandu (2007) regarding the Effectiveness of Record Management System in public organisations. The study revealed that there is challenge on effective electronic record keeping in the public organisations in Tanzania, for reasons that many employees working in the registry department do not have enough knowledge related to electronic record management. The findings are also concurs with Technology theory which asserts that organizational knowledge and know-how determines the adoption of the new technology (Rogers, 1995).

4.2 Summary of the Chapter

According to of the findings, PORALG has been employing both paper and electronic records for human resource management. But, PORALG has adopted electronic record keeping for HRM to small extent. It was found to be in the transition from the adoption stage to assimilation stage of adopting electronic record keeping for human resource management with various challenges such as poor network and power cut.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND IMPLICATION OF THE FINDINGS

5.1 Introduction

This chapter contains the summary of the overall study findings from the data collected from the case study. It was followed by the conclusions, recommendations and policy implication.

5.2 Summary of the Study

The study focused on examining the adoption of electronic record keeping for Human Resource Management at the President's Office-Regional Administration and Local Government. A case study research design and data collection methods (documentary review and Interview) were employed in order to achieve the study objectives. Qualitative data were analysed by using thematic technique, and presented with direct quotations with respect to research objectives. The study found that **PORALG** uses hard copy file, CDs and computers to keep internal recruitment records, and parts of external recruitment records from PSRS. Also, uses hard copy files, computer and then in Human Capital Management Information System (HCMIS) to keep performance appraisal records. Moreover, both hard copy files and computers have been used to keep employees' Training and Development records. Furthermore, PORALG has Information Technology (IT) policy of 2014, Records Archives Act number 3 of 2012 and Registry Procedural Manual of 2007 which direct the use of electronic devices (such as desktop computers) and discourage the use of portable devices and personal e-mails in keeping employment records. Lastly, PORALG has little fund and experts for supporting the use of electronic record keeping, for example there are 11 IT experts who are responsible for ensuring efficiency of computers, reliable internet and the effectiveness in the transfer of employment records to POPSM, but faces challenges of enough fund, reliable internet network, reliable power, enough IT experts and willingness of employees to use IT technology for effective adoption of electronic record keeping for human resource management.

5.3 Conclusions

Based on the findings, the study concluded that PORALG conducts only internal recruitment by transferring employees from Local Government Authorities. Also performance appraisal records at PORALG are kept in both hard copy files and computer, then in Human Capital Information Management System. Moreover, PORLG uses hard copy files and computers in keeping employees' Training and Development records; payroll records are kept in HCMIS and managed by President's Office, Public Service Management (POPSM); also by PORALG when brought from POPS, moreover PORALG has fund and experts for supporting the use of electronic record keeping, for example there are 11 IT experts who are responsible for ensuring efficiency of computers, reliable internet and the effectiveness in the transfer of employment records to POPS.

PORALG has adopted electronic record keeping for HRM to small extent, and it is in the transition from the three levels (adoption stage) to fourth level (assimilation stage) of adopting electronic record keeping for human resource management. In view of the fact that electronic records at PORALG has become a reliable tool for the human resource officers to accomplish few human resource functions; only promotion and compensation functions, also still integrate hard copy and soft copy files in keeping employee records.

PORALG is facing the following challenges: UN reliable internet network, UN reliable power supply, shortage of IT experts, an unwillingness of employees to use IT technology and shortage of fund. The mentioned challenges have been hindering effective adoption of electronic record keeping for human resource management at PORALG.

5.4 Implication of the Findings

5.4.1 Implications for Theory

The findings revealed that PORALG has adopted electronic record keeping for HRM to small extent. It is however is in the transition from the three level (adoption stage)

to fourth level (assimilation stage). This has been caused mainly by of UN reliable internet network, UN reliable power supply, shortage of IT experts, an unwillingness of employees to use IT technology and shortage of funds. The findings therefore imply that Technical Knowledge and Know-How Theory are inadequate in its assumption. This further implies that, there are more obstacles which lead to the failure of the organisation to adopt new technology than employees. The findings indicate that other obstacles include shortage of funds, unwillingness of employs to use new technology, UN reliable internet and power supply. Also, the findings show that Records at PORALG have been kept in both soft and hard copies for administrative use, such as promoting and compensating employees. The findings are in line with Archival Theory which asserts that the government has responsibility to preserve its records in a proper and orderly state so as to be accessible and useable for political, administrative and juridical control as memory and evidence.

5.4.2 Implications for Policy

The findings imply that Tanzania National Records and Archives Management Policy of 2011 which directs on proper record keeping systems that capture records created or received by public office electronically is practiced in public organisations. This is due to the state that all records created and received at PORALG have been properly kept electronically in computer and Human Capital Management Information System, commonly known as LAWSON. The findings also imply that Tanzania National Records and Archives Management Policy of 2011 is inadequate to support the adoption of electronic record keeping for human resource management in public organizations, because the policy puts much emphasis only on proper electronic record keeping system and less emphasis on the adoption of the system of electronic records for HRM, to some extent this causes many organizations to keep electronic records but not effectively used in HR practices therefore, there is a need for improvement of the policy by putting more emphasis on the application of electronic records for human resource management.

5.5 Limitation of the Study and Suggestion for Further Research

The study was conducted in one public organisation that is PORALG in Dodoma, which used qualitative approach and sample size of 10 respondents that was few. Therefore, with this small sample size, one case study and qualitative approach; the findings of this study cannot be generalised to all public organisations or ministries. This provides importance for conducting the similar study which will include more public organisations, employ quantitative approach and use large sample size so as to have a wider understanding about the adoption of electronic record keeping for Human Resource Management in public organisations in Tanzania.

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APPENDICES

Appendix I **Interview Guide for Director and human resource manager from division of Administration and human resource management at PORALG.**

A: Demographic characteristics of respondents

Gender		Age				Level of Education			
Male	Female	18-29	30-49	50-59	60 and above	Diploma	Bachelor	Masters	Others (specify)

B: Interview questions

1.	What devices do you use for record keeping at PORALG? Probe: Whether PORALG uses electronic devices for keeping employee records.
2.	What devices do you use for keeping recruitment records? Probe: Whether PORALG uses electronic devices for keeping recruitment records.
3.	What devices do you use for keeping employees' performance appraisal records at PORALG? Probe: Whether PORALG uses electronic devices for keeping performance appraisal records.
4.	What devices do you use for keeping Training and development records at PMORALG? Probe: Whether PORALG uses electronic devices for keeping Training and Development records.
5.	What devices do you use for keeping Payroll records at PORALG? Probe: Whether PORALG uses electronic devices for keeping Payroll records.
6.	What devices do you use for keeping Promotion records at PORALG? Probe: Whether PMORALG uses electronic devices for keeping Promotion records.
7.	Do you conduct human resource activities online? Probe: Whether PORALG uses electronic devices Probe: Whether PORALG uses internet transfer records from one electronic device to another for human resource activities
8.	What human activities does PORALG conduct online? Probe: Whether PORALG conduct Recruitment, Training and development, Promotion and Payroll online.
9.	Does PORALG have principles or regulations that guide record keeping? Probe: Whether PORALG has recordkeeping policy.

10	What kind of devices directed by the regulations to be employed for record keeping? Probe: Whether policy directs on the use of electronic recordkeeping devices.
11.	What resources do you have for supporting the electronic recordkeeping? Probe: whether they fund, experts and electronic devices for support electronic recordkeeping
12.	What legislative requirements and circulars from the government that affect adoption of electronic recordkeeping at PORALG? Probe: whether there are political influence on the use of electronic recordkeeping at PORALG .
13.	What technology do you use for record keeping? Probe: whether PORALG uses electronic devices for recordkeeping.
14.	What obstacles facing PORALG in adopting electronic record keeping for human resource management? Probe: Whether PORLG have challenges which affect adoption of electronic recordkeeping for Human Resource Management.

Appendix ii. Observation checklist at PORLG

Item	Results
Methods for keeping recruitment records.	
Methods for keeping performance appraisal records.	
Methods for keeping training and development records.	
Methods for keeping training and development records.	
Methods for keeping payroll records.	
What methods that are directed by regulations and policy to be used for record keeping.	
Number of IT experts	