DIGITALISATION OF THE HUMAN RESOURCES MANAGEMENT: CHANGES AND CHALLENGES: A CASE STUDY OF MWANANCHI COMMUNICATIONS LTD

ELIZABETH F. MTUI

A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA

2019

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a research study titled; Digitalization of the Human Resources Management: Changes and Challenges - A Case Study of Mwananchi Communications LTDò in partial fulfillment for the requirements of the degree of Master of Human Resource Management.

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Dr. Bukaza Chachage

(Supervisor)

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Date

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DECLARATION

I, Elizabeth F. Mtui, do hereby declare to the best of my knowledge that this research study is a work of my own and that it has not been submitted to any other University for a similar or any other degree award. All the sources used in this work are dully acknowledged.

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Signature

é é é é é é é é é ..

Date

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DEDICATION

I dedicate this work to Human Resource Professionals.

ACKNOWLEDGEMENT

I would like to thank above all the Lord Jesus Christ who has been guiding me throughout my years of study. Special thanks go to my supervisor, Dr. Bukaza Chachage for the patient guidance, encouragement and advice he has provided throughout my time as his student. I have been extremely lucky to have a supervisor

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who cared so much about my work, and who responded to my questions and queries so promptly. Be blessed.

I must express my very profound gratitude to my parents, Mr and Mrs Mtui, my siblingsô Beatrice Mtui and Vicent Mtui, my husband Sebastian Okiki, my uncle A. D. Urio and family and friends, Lugano Bwenda, Mumina Mohamed, Isaias Kabali and Stanslaus Butungo for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis. This accomplishment would not have been possible without them. Thank you.

Finally, I would like to thank Mwananchi Communication LTD office and staff for their support they have provided especially during data collection. Wishing you all prosperity in the works of your hands.

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ABSTRACT

The study assessed the changes and challenges in human resource profession as a result of digitizing human resource management. The study used descriptive research design. The population size was 210. Data was collected using questionnaire and computed by IBM SPSS. On the first objective of changes that occur in HRM as a result of technological changes, findings indicated that jobs give an opportunity to employees to use new technologies and these technologies makes it easy for employees to realize and work towards achieving business needs and objectives. Moreover, systems are available to meet employeeôs needs and also, human resource self-service systems give room for comments and allow feedback sharing. On the second objective of competencies and skills required for HRM profession, staff members are trained for current and/or future job requirements. Recruitment process places the right person in the right job, training needs of employees are assessed on the basis of their performance appraisal and work demands; employees are assigned with challenging jobs to charge their enthusiasm and develop skills. On the third objective of compliance with laws, employees know what is expected in their work. They are held accountable for the quality of work they do through systems such as human resource and ICT policy. The study concludes that there are significant changes that take place in Human Resource professional; firms should not ignore the impact of the technological changes. On competences and skills firms should train their staff and equip them with necessary skills to enable them be creative and innovative. With regards to legal aspects employees should have knowledge regarding the legal framework in human resource profession.

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TABLE OF CONTENTS

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Formatted: Position: Horizontal: Center, Relative to: Margin, Vertical: 0", Relative to: Paragraph, Wrap Around

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LIST OF TABLES

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LIST OF FIGURES

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LIST OF ABBREVIATIONS

DOI	Diffusion of Innovation
DIT	Diffusion of Innovation Theory
E-HR	Electronic Human Resource
E-HRM	Electronic Human Resource Management
ERP	Enterprise Resource Planning
HR	Human Resource
HRIS	Human Resource Information System
HRM	Human Resource Management
ICT	Information and Communication Technology
IS	Information System
IT	Information Technology
PU	Perceived usefulness
PEOU	Perceive ease of use
TAM	Technology Acceptance Model

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CHAPTER ONE

INTRODUCTION

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

1.1 Background of the Study

Human Resources (HR) comprises the most important asset with regards to development. Relative performances of countries, regions, economy, sectors, industry and additionally of corporate endeavors are critically connected to the quality of human contribution. Indeed, even the gains from the mediation of predominant technology in any field are firmly identified with its interface with human factor with comparing skills as well as attitude. In the new millennium, the manner in which we do business will be changed by Information Technology.

A key partnership is being framed between the human resource and information management professionals who work as an inseparable unit and serve as the guiding relationship for every single future activity and decisions. Capitalizing on the most recent web-based technologies, worldwide access to human resource information ought to be given to managers and employees to help an assortment of administrative and personal decision-making purposes. Real-time information can be obtained, reviewed and updated, all through an assortment of global information solutions. Using an assortment of web-based technologies and Internet solutions, managers and supervisors are acquiring real-time information from their desktop. Visits to the HR

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office are constrained to issues requiring management advice or personal consultation.

Recent developments in the e-HRM segment are pushed by rapid technological changes. Complex Enterprise Resource Planning (ERP) applications offer a combination of expansive scope of HRM modules together and in addition with various modules from different business areas e.g. sales, production, and finance. Numerous human resource experts suggest that the development of technology and eventually its application in various human resources activities builds viability and proficiency on human resource service delivery.

In this particular context, some of the biggest HR professional bodies on the planet, the CIPD and the US-based Society of Human Resource Management (SHRM) have made this issue one of their key areas for research and for educating members. Re-engineering the HR function and outsourcing, advance as the more transformational advantages and pay-off as far as cost decreases appears to have been all the more piecemeal and trickier.

Mwananchi Communications LTD is a company situated in Tanzania headquartered at Plot No.34/35 Tabata Relini on Mandela Road, Dar es Salaam. Mwananchi Communications LTD, is based in the print media, and is the publisher and distributor of Tanzania's leading daily newspapers, Mwananchi (Swahili Newspaper), and The Citizen (English Newspaper), as well as the publisher of the sport Swahili newspaper Mwanaspoti. The company was officially established in

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May 1999 by Ambassador Ferdinand Ruhinda as Media Communications LTD. However, in April 2001, a new business was established (Advertising Agency and Public Relations) and a new company was shaped - Mwananchi Communications LTD.

In December 2002, Nation Media Group of Kenya acquired controlling interests in the company and this has since instilled the firm with world class values in publication and editorial management including standardizing the group's publication and editorial Policies. Having enrolled The Citizen with Tanzania Information Services on 2 March 2001, the paper was just fully inaugurated and published on September 16, 2004 and became the 5th English daily newspaper in the Market. The Company outsourced publications through contract until 2005, when it purchased a secondhand printing press from Australia.

1.2 Statement of the Problem

The development of science and technology majorly affects the entire system of human life. These effects have directly impacted the system of conducting business. Today, organizations have possessed the capacity to utilize technology in transmitting their information while keeping the communication proximity with their clients/customers both from within and outside the Organization. The workplace is continuously growing more digitized every day. Organizations are progressively digitizing work processes; employees need to be accustomed to new methods and technologies. These frequent changes pose a challenge that confronts not only the employees, but also the HR departments too.

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Digital HR analytics systems can assist structure large volumes of HR information and analyze it in more noteworthy detail. An ever increase number of companies are in this manner exploiting support given by IT-based solutions for human resources management. The digital transformation of the workplace is likewise reliant upon a noteworthy cultural shift within the organizations themselves. Digital transformation is inciting human resources management to move ideal models. New work processes and personnel structures should be executed well in order. Top managers must be able to support the digital transformation of their organization and their structure, to propel staff throughout the process and to give them a feeling of inspiration and motivation for new functions and processes. Despite such changes and advancements in HR technology, there is little empirical research done on these changes and challenges of Digitalized Human Resources Management and therefore this study intends to look at the digital changes as well as challenges in the Human Resource profession.

1.3 Research Objectives

1.3.1 General Objectives

The main objective of the study is to examine the changes and challenges of digitalization of human resource management.

1.3.2 Specific Objectives

a) To assess the important changes that take place in HRM practices as a result of technological changes

b) To identify critical competencies and skills required for HR Profession to

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execute e-HRM

c) To determine the compliance challenges and risk that may face HR professions on execution of e-HRM

1.4 Significance of the Study

In general, the significance of any study work is for both the acquisition and the expansion of new knowledge or problem solving. This study will in this way have the accompanying importance:

i. The study is relied upon to give an understanding of Digitalized Human Resources Management: Digital changes and challenges of the HR profession;
ii. The study will provide insight into further research needs in this study area; and
iii. Finally, it will make the researcher as a student to meet a part of course requirements.

1.5 Scope of the Study

This study is on Digitalized Human Resources Management concentrating on the changes and challenges. The study will be conducted at Mwananchi Communications LTD.

1.6 Chapter Summary

This research report has a total of five chapters. This is the first chapter as it presented the background study. It identified the problem statement, stated the purpose of the study and the research objectives that guided the research project. It likewise showed the significance of the study, scope and definition of terms used.

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Chapter two is about a review of different scholarly works related with HR Digital system, experiences, challenges and lessons from various areas applying the systems. Chapter three details the research methodology. The chapter provides the design, the strategy and different methods, techniques and process used for gathering and analyzing data. Chapter four presents the results, findings and discoveries of the study. The final chapter discusses, concludes and provides a recommendation of various findings for academic and professional action.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter shows the critical reviews of the pertinent literature or researches conducted on comparable issues and other literature findings concerning digitization of human resources management in order to show consciousness of the present state of knowledge and information in this subject, its impediments, and contribution as to how the study will fit in this particular context. The literature review will cover the theoretical bases of the study and the empirical review. Under the theoretical bases, the chapter will cover, historical background of HRM, emergent of e-HRM, objectives of e-HRM, technology acceptance model and its limitations, diffusion of innovation theory and its limitations. On empirical review, the chapter will look into past studies conducted on the topic.

2.2 Theoretical Bases of the Study

2.2.1 Emergent of the e-HRM

According to Al-Kurdi (2010) e-HRM is defined as a new managerial technique that its basis is on understanding and utilizing communication and information methods in directing fundamental functions of HR management and development. It is measured through its major functions such as; e-recruitment, e-selection e-compensation, e-training, e-performance appraisal and e-communication. Information Technology systems that assists HRM are: Systems for e-recruitment; On-line short-listing of applicants; developing training strategies on-line; Psychometric training; Payroll systems; Employment data; Recruitment

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administration; References; Pre-employment checks. IT enables HR chiefs to offload routine errands which will give them additional time in understanding complex undertakings. According to Kaur (2013), IT likewise guarantees that a more noteworthy measure of data is accessible to make decisions.

The HR function of an organization is in charge of consenting to the HR needs of the organization. Similarly, as with other different business functions, strategies, techniques, policies and practices should be executed to guarantee smooth operation of the firm and prepare the organization in such a way that efficiency can be guaranteed in the (adjacent) future. Application of e-HRM technology is a way of executing these HR strategies, policies and practices. Ruel (2004) explains that the e-HRM technology gives a gateway which empowers the HR function to attain the HR needs of the organization using web-technology-based channels. The e-HRM technology gives a portal that enhance managers, works/employees and HR professionals to view, obtain, or change information which is required to managing the HR of the organization. Lawler III (2005) recommends that e-HRM and its self-service characteristics can be the least expensive and quickest way to provide and perform specific HR activities.

In the second half of the 1980s, research on human resource information systems started to take off, however, it slowly developed (Ruëlet al., 2011). During that time, the term e-HRM was never used. Nevertheless, it got renewed attention through the highly growth of internet technology, which occurred during the second half of the 1990s. The primary frameworks which were computerized were payroll, employee records, remuneration and benefits administration, government reporting, and

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aptitude databases (Bondarouk & Furtmueller, 2012). In the event that computerization seemed to cost a ton of time and the yield was additionally characterized as problematic, HRIS executions were ordinarily averted, delayed, or some of the time even halted (Tomeski & Lazarus, 1974). Further, around then, the developing agreement was that a compelling execution includes an arrangement between HRM, IT, and corporate objectives, as to DeSanctis (1986). . At long last, the term e-HRM was authored and the field separated in the scholastic writing from HRIS (Ruël et al., 2004). Between 2000 and 2010, research on e-HRM grew remarkably. However, during that time, claims were that e-HRM technology was predominantly used to help routine administrative HRM tasks (Haines and Lafleur, 2008; Hussain, Wallace, and Cornelius, 2007), in lieu of understanding clearly improved HRM services.

2.2.2 Objectives of e-HRM and Strategic Benefits

Electronic Human Resource Management (E-HRM), is one of the most current pillar in human asset administration science that has been made pointing on streamlining techniques with a specific end goal to run speedier the HR capacities, lessening expenses and liberating researchers from regulatory limitations to execute the strategic role (Kariznoee et al, 2012). Generally, there are four basic requirements to be considered in the E-HRM; First the units of human resources are required to center on the strategic queries.

Second these units should be adaptable and flexible in creating policies and practical action plans. Third, these units of human resources must work viably and with cost awareness. Four, the units of human resources ought to be at the service of managers

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and ordinary employees. In short, these units should concentrate on the strategy, flexibility and efficiency related to customer-oriented simultaneously.

Figure 2.1: demonstrates other six objectives of E-HRM derived from related literature (Kaur, 2013)

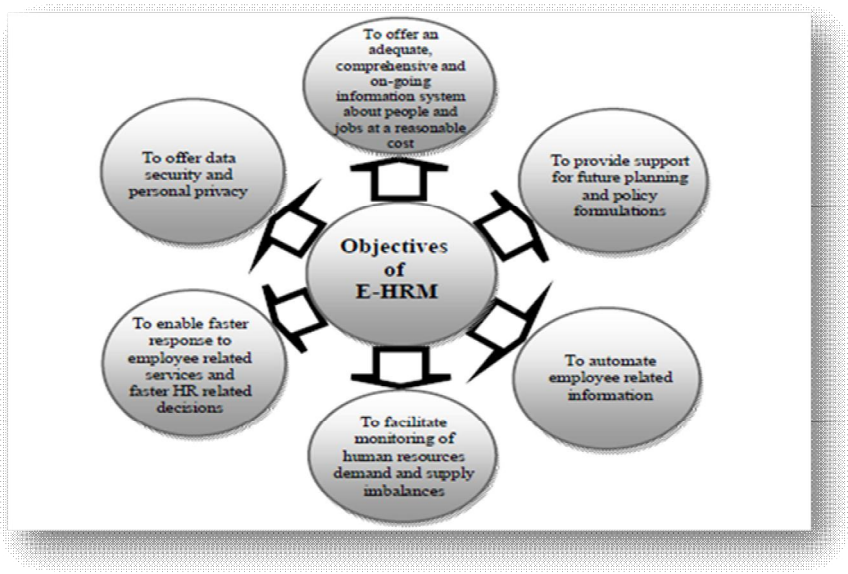

Figure 2.1: Objectives of E-HRM
Source: Kaur (2013)

2.2.3 Technology Acceptance Model

The Technology Acceptance Model (TAM) can be defined as an information systems theory that models how users come to acknowledge and utilize technology (Davis, 1989). The model recommends that when users are given another technology, various components impact their choice about how and when they will utilize it. Technology Acceptance Model was developed by Davis (1989) and is a standout amongst the most famous research models to anticipate utilize and

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acknowledgment information systems and technology by individual users. TAM has been widely contemplated and hence verified by various studies that examine the individual technology acceptance behavior to various information systems constructs.

In the TAM model (as seen on Figure 2.2), there are two components to be considered the first is perceived usefulness (PU) and perceived ease of use (PEOU) and they are relevant in computer use behaviors. According to Davis (1989), perceived usefulness (PU) is considered as the prospective userôs subjective probability, and that any person using a specific application system will enhance his or her job or life performance (Davis, 1989) Perceive Ease of Use (PEOU) can be defined as the degree to which the prospective user expects the target system to be free of effort.

According to TAM, ease of use and perceived usefulness are the most important determinants of actual system use. These two factors are influenced by external variables. The main external factors that are usually manifested are social factors, cultural factors and political factors (Davis, 1989). Social factors include language, skills and facilitating conditions. Political factors are mainly the impact of using technology in politics and political crisis. The attitude to use is concerned with the userôs evaluation of the desirability of employing a particular information system application. Behavioral intention is the measure of the likelihood of a person employing the application (Davis, 1989).

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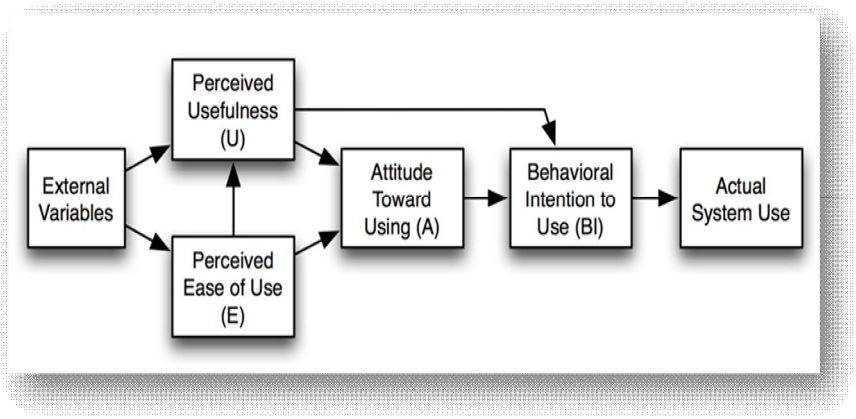

Figure 2.2: Technology Acceptance Model (TAM)

Source: The Technology Acceptance Model, version 1. (Davis, Bagozzi and Warshaw 1989)

2.2.4 Limitations of the Technology Acceptance Model

TAM has been widely criticized, despite its frequent use, leading the original proposers to attempt to redefine it several times. Criticisms of TAM as a "theory" include its questionable heuristic value, limited explanatory and predictive power, triviality, and lack of any practical value (Chuttur 2009). Benbasat and Barki suggest that TAM "has diverted researchers' attention away from other important research issues and has created an illusion of progress in knowledge accumulation. Furthermore, the independent attempts by several researchers to expand TAM in order to adapt it to the constantly changing IT environments have led to a state of theoretical chaos and confusion" (Benbasat and Barki 2007).

In general, TAM focuses on the individual 'user' of a computer, with the concept of 'perceived usefulness', with extension to bring in more and more factors to explain how a user 'perceives' 'usefulness', and ignores the essentially social processes of

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Information System (IS) development and implementation, without question where more technology is actually better, and the social consequences of IS use.

2.2.5 Diffusion of Innovation Theory

Diffusion of Innovation (DOI) Theory is a hypothesis that tries to clarify how, why, and at what rate new ideas and innovation spread. It was developed by E.M. Rogers in 1962 and is among the aged social science theories. It began in correspondence to clarify how, over time, an idea or product picks up force and diffuses (or spreads) through a specific population or social framework (Chuttur, 2009). The final product of this diffusion is that individuals, as part of a social framework, adopt a new idea, conduct, or product. Adoption refers as to an individual accomplishes something slower in contrast to what they had previously (Chuttur, 2009). The key to adoption requires the person to see the idea, conduct, or product as new or innovative. Through this is when diffusion is conceivable.

Adoption of a new idea, conduct, or product (i.e., "innovation") does not occur all the while in a social framework; rather it is a procedure whereby a few people are more able to embrace the development than others. Researchers have discovered that individuals who receive Innovation early have unexpected attributes in comparison to individuals who adopt Innovation later (Chuttur, 2009). When promoting an innovation to an intended population, it is vital to identify and understand the qualities of the target population which will help or ruin adoption of the innovation. While promoting an innovation, there are various strategies used to comprehend to the different adopter classifications. (Chuttur, 2009) There are five built up adopter classifications, and keeping in mind that most of the general population tends to fall

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in the middle classifications, it is still important to understand the qualities of the intended population (Chuttur, 2009).

On innovators; these are individuals who desire to be the first to attempt the innovation. They are bold and keen in new ideas. These individuals are exceptionally ready to take risks, and are regularly the first to grow new ideas. Practically nothing, on the off chance that anything should be done to interest this population (Chuttur, 2009). On Early Adopters; these are individuals representing opinion leaders. They tend to enjoy leadership roles, and grasp change opportunities. They are as of now mindful of the need to change as are exceptionally happy with embracing new ideas. Strategies to apply to this population incorporate how-to manuals and information sheets on implementation. They needn't information to pursue them to change (Chuttur, 2009).

On Early Majority; these individuals are once in a while leaders however; they do adopt new ideas previously the average person. All things considered, they normally need to see proof that the innovation works before they will embrace it (Chuttur, 2009). Strategies to interest this population incorporate examples of overcoming adversity and evidence of the innovation viability. On late Majority; These individuals are skeptical of change, and will just adopt innovation after it has been attempted by the majority. Strategies to engage this population incorporate information on what number of other individuals have attempted the innovation/technology and have received it successfully (Chuttur, 2009). On Laggards; these individuals are bound by tradition and are extremely conservative. They are skeptical of change and actually are the hardest group to pursue. Strategies

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to engage to this population incorporate statistics, fear appeals, and a lot of pressure from individuals in the other adopter (Chuttur, 2009).

The stages, by which an individual adopts innovation, and whereby diffusion is successfully attained, include awareness of the requirement for an innovation, choice to adopt (or reject) the innovation, preliminary use of the innovation for testing it, and continued utilization of the innovation (Chuttur, 2009). There are five primary factors that impact adoption of an innovation and each of these factors is affecting everything to an alternative degree in the five adopter categories (Chuttur, 2009). These includes relative advantage which is the degree to which an innovation is viewed as better than the idea, program, or product/service it replaces. Compatibility which is how consistent and reliable the innovation is with the values, qualities, experiences, and needs of the potential adopters. Complexity which is how challenging the innovation is to comprehend and additionally utilize. Triability which is the degree to which the innovation can be experimented or tested with before a commitment decision to adopt is made. Observability which is the degree to which the innovation provides substantial results.

2.2.6 Diffusion of Innovation in Technology

In DOI the process of deciding to use a technology is known as the innovation-decision process. Through this procedure an individual pass from obtaining knowledge about the innovation to framing a demeanor about the innovation (Demir, 2006). Once an attitude is framed a person makes the decision to accept or reject the innovation. On the off chance that he/she accepts the innovation, that person executes the innovation and proceeds to affirm their decision. The whole process

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occurs in five phases;

Knowledge stage - During this phase a person is exposed to the technology and explores its capacities and how it functions (Demir, 2006).

Persuasion ï In this second phase, individuals at this stage search for information in regards to the technology, assess which sources of information are trustworthy and evaluate peer state of mind toward the technology. A favorable or troublesome attitude about a technology does not generally prompt acceptance or rejection of the technology (Demir, 2006).

Decision - is the third phase, whereby a person evaluates decision when participating in activities that leads to acceptance or rejection of the innovation or technology. People often look for a way to adopt the technology at minimum, in effect experimenting the technology prior fully committing. This gives the individual a chance to verify that the technology gives an advantage, which if it does significantly elevate acceptance (Rogers, 2003).

Implementation ï This phase comes when a person decides to accept the technology. Implementation is actual use of the technology and numerous things may occur in this phase resulting in discontinuance of use. Challenges in understanding how to fully execute the technology may happen (Demir, 2006). Nevertheless, a change agent is very helpful in resolving issues and providing education in use.

Confirmation- Now, the new adopter searches for help in regards to their choice to utilize the Technology. Further, the adopter needs to find a sense of contentment

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about their choice and will look for support of their decision (Demir, 2006).

2.2.7 Limitations of Diffusion of Innovation Theory

The innovation decision process in DIT is clarified by identifying the components that influence adoption and by ordering adopting individuals. While DIT helps in anticipating adoption rates (Agarwal and Prasad, 1999), it does not give clear evidence of how innovation attributes fit into the choice process and how decisions frame from attitudes (Karahanna et al., 1999). Although Rogers clarified that attitudes are framed as knowledge is obtained, he did not completely clarify how the properties of the innovation help in shaping attitudes.

2.3 Empirical Literature Review

Here, the researcher analyze the concepts of other researchers in one way or another in relation to the topic under discussion with the purpose of relating theoretical literature reviews against the findings of other research works.

2.3.1 International Cases

In a US study which was conducted on the lines of Ulrich, surveyed HR directors of corporate companies so as to evaluate the extent to which HR was a strategic business partner. This role was characterized as identified with the development and implementation of business strategy for the firm. The outcomes were that 41.1% of respondents were full strategic partners and with only 3.4% without any role in the strategic process. It was discovered that use of HRIS (Human Resource Information Systems) had reliably expanded over previous years (Lawler and Mohrmanós 2003).

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A study by Hussain, Wallace and Cornelius, (2007) was done to comprehend the effect of use of technology in the HR function on the professional standing of HR professionals. It was discovered that there was evidence which demonstrated that e-HR enhances the expert standing of HR professionals. The research inferred that for senior HR professionals the strategic utilization of HRIS is the norm, independent of company size. Likewise, the strategic use of HRIS has improved the perceived standing of HR professionals in their organizations. In those times of globalization and after it is progressively becoming critical for HR managers to justify their seat in the boardrooms, e-HR is a tool, which helps them in managing a global workforce, and enhancing strategic decision-making.

2.3.2 Local Studies

The discussion on strategic advantages of e-HRM still continues: while some researchers contend that e-HRM offers key opportunities to HR experts, others report the nonappearance of strategic changes because of e-HRM, amazingly, another group of researchers recommends considering special conditions when e-HRM can make strategic incentives for organizations and for the HRM objectives. The focal point of this study is to get an insight into what motivate organizations to shift from traditional HR to e-HR. Through an extensive review of writings and discussions with HR experts will give the current overview on rapid growing and development of the e-HR which is the consequence of effective utilization of technology to convey HR solutions that realize a convergence in human capital, processes, data and tools as an impetus towards accomplishing business goals.

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2.4 Conceptual Framework

According to Shields and Rangarajan (2013), conceptual framework is a diagrammatic presentation of the relationship between dependent and independent variables. In this study, the dependent variable is digitized human resource management while independent variables are the effects of technological changes, competencies and skills, and compliances with the countries laws. This research report has adopted Al-Kurdiôs (2010) conceptual diagram as shown in Figure 2.3 to explain about digital changes and challenges of the human resources profession.

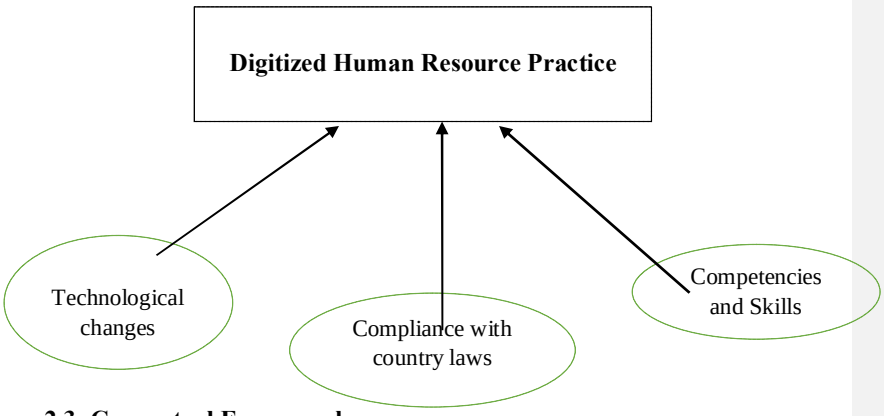

Figure 2.3: Conceptual Framework
Source: Adopted from Al-Kurdi, (2010)

2.5 Chapter Summary

Overall, the available empirical literatures appear to conclude that there is a strategic benefit for the companies to adopt eHRM that foster in increasing effectiveness of the HR professionals, efficiency and speed in services delivery. It is clearer that Communication is no longer seen as solely a factor for the companies to adopt the eHRM. Research report by (Kuipers M, 2017) concluded that, business leaders nowadays talk about customized, improved, and a continuous level of

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communication. Besides the fact that all three functions mentioned that the law should be kept in mind when implementing a new system, data privacy is becoming extremely important nowadays.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents and describes how the study will be designed and how will be conducted. It comprises of research design, area and population of the study, sample size and sampling procedures, instrument of the study and data analysis techniques that will be used by the researcher to collect relevant information on the research topic. As argued by Kothari (2004) research methodology is a systematic way of solving the research problem. It is normally understood as a science of studying how research is done, the steps adopted in the study along the logic behind them.

3.2 Research Design

This research uses a descriptive research design to analyses digital changes and challenges of the human resources profession. According to Saunders, Lewis and Thornhill (2012) descriptive research design is a study design used for defining, predicting and examining the associative relationship of study variables and consequently help in providing useful and accurate information to answer the questions base on what, when, where, how and who. Sheth, Bhrambhatt and Macwan (2009) explain that descriptive analysis is obtained from a general class of non-experimental studies with the purpose of describing characteristics of a phenomenon as it is occurring.

The reason for applying descriptive research design in this research is because it provided an insight into the research problem by describing the variables of interest, in this case, the technological changes, competencies and skills and compliance with

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laws in the human resource profession. The study design was preferred since it offered the researcher the opportunity to conduct a survey. The design was also preferred because it aided in showing the present relationship between digitalized human resource profession (dependent variable) and their technological changes, competencies and skills and compliance with laws (independent variable).

3.3 Population and Sampling Design

3.3.1 Population

Population is used to refer to the group of people, events, or things of concern that will be studied (Saunders, Lewis and Thornhill, 2012). Population forms the source of the sample to be studied (Cooper and Schindler, 2012). The study has been carried out at Mwananchi Communications LTD. The population of this study was 210 in number and the sample size was 63. The target population included: senior management, operational managers, line managers, and regular employees. The population has been distributed as shown in Table 3.1.

Table 3.1: Population Distribution

Employment level	**Distribution**	
	Number	**Percentage**
Senior Management	3	1%
Operational Managers	15	7%
Line Managers	15	7%
Regular Employees	177	85%
Total	210	100%

Source: Mwananchi Communications LTD

3.3.2 Sampling Design

Sampling design includes the sampling frame, sampling technique and the actual sample size in a research (Cooper and Schindler, 2012). There are various means of obtaining data, including getting data from the whole population and thus a survey,

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or collecting data from a section of the population which should be a representation of the entire population, thus a sample (OECD, 2013).

3.3.2.1 Sampling Frame

A sampling frame is a list of population units or elements from which to select units or elements to be sampled (McDaniel and Gates, 2001). The sampling frame was employees of Mwananchi Communications LTD from where the population was drawn. The sampling frame is appropriate since it gives each and every respondent an equal chance of participating in the study. The sample frame ensured that respondents gave accurate information which helped in achieving the objective of the study.

3.3.2.2 Sampling Technique

Stratified random sampling is a method used to get a representative sample. In stratified random sampling, the population is classified into several sub-populations called strata and the items selected from each stratum constitute a sample (Sheth, Bhrambhatt and Macwan, 2009). This study used stratified sampling in obtaining a reasonable sample. This will include different sub-groups such as top level management and other employees. This will help to obtain accurate and reliable data from right person since not everyone can be able to provide data as required.

3.3.2.3 Sample Size

Wisker (2001) defines a sample as a selected and chosen group upon which you carry out your research. A sample is a subset of the population. It comprises of some members selected from it. By studying the sample, the researcher should be able to

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draw conclusions that would be generalized to the population of interest (Sekaran 2003). Kothari (2004) suggests that for descriptive studies at least 20% - 50% of the total population is enough, the sample size for the study was 63 respondents.

Table 3.2: Sample Size Distribution

Employment level	Distribution		
	Number	Percentage	Sample size
Senior Management	3	1%	2
Operational Managers	15	7%	11
Line Managers	15	7%	11
Regular Employees	177	85%	39
Total	210	100%	63

Source: researcher, 2018

3.4 Data Collection Methods

There are two types of data collection methods; these are primary and secondary data (Cooper and Schindler, 2012). This study has used both primary and secondary data. Primary data is defined as the original research where the data being collected is designed specifically to answer the research questions (Cunanan and Cruz, 2014). In this study, primary data was collected through the use of questionnaires, which meant that the study conducted a survey.

The questionnaires were structured in nature, and contained structured questions. The questionnaire was closed ended to facilitate the use of quantitative analysis. The questionnaire included Likert scale questions that were used to rate the opinion of respondents on the various statements with regards to the study variables. The questionnaire was in four parts, with the first part capturing the demographic data of the respondents, second part captured the competencies and skills, the third part captured the technological changes and the fourth part captured the compliance with

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laws.

3.5 Research Procedures

The research procedure involved preparation of the questionnaires. The questionnaire was pilot tested to refine the questions before it could be administered in the actual study. A pilot test was conducted to detect weakness in design and instrumentation and to provide proxy data for selection of a probability sample. According to Kothari (2004), the accuracy of data to be collected largely depends on the data collection instruments in terms of validity and reliability. Feedback from piloting of questionnaire was used to refine the questionnaire before final administration. Before the study was initiated, the researcher spoke to the management of the organization in a bid to seek authorization and to request for support.

3.6 Data Analysis

Data analysis, also known as analysis of data or data analytics, is a process of inspecting, cleansing, transforming, and modelling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making (Cooper and Schindler, 2012). The data was prepared through coding, editing, and physical cleaning to ensure orderliness, legibility, consistency and minimal errors where there were any. The completed questionnaires were cleaned, coded then analyzed using the IBM SPSS Version 24 data analysis system. Descriptive statistics and inferential statistics were used to analyze data. Descriptive statistics included frequency, percentages, mode, mean and standard deviation to profile sample characteristics and major patterns emerging from the data. Inferential statistics makes inferences about

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populations using data drawn from the population. Inferential statistics was concerned with making predictions or inferences about the population from observations and analysis of the sample.

A multiple regression model was applied to analyze the relationship between the various variables. The model treated digitalized human resource profession as the dependent variable while the independent variables were technological changes, competencies and skills and top compliance with laws. The responses on the digitalized human resource were measured by computing the mean percentage score based on the responses derived from the Likert scale questions.

The relationship equation is as shown below:

Y=Ŭ+ϐ1X1+ϐ2X2+ϐ3X3+Ů

Where Y = Digitalized human resource profession

Ŭ= Constant term

ϐ1=Beta co-efficient

X1= Technological changes

X2= Competencies and skills

X3= Compliance with laws

Ů= Error term

The model helped to better understand which among the independent variables are related to the dependent variable and to explore the form of their relationship. The analysis was then visually displayed using frequency tables.

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3.7 Validity of the Research Instrument

The study has used content validity to establish validity of the research instrument. The researcher selected items randomly from the chosen sample. According to Denscombe (2003), validity relates to the extent to which the research data and the methods for obtaining the data are accurate, honest and on target. According to Cooper and Schindler (2006), the researcher may choose to do it alone or may use a panel of experts to judge how well the instrument meets standards. To ensure the content validity of the research instrument, the questions were structured as per the objectives of the study.

3.8 Reliability of Research Instrument

The questionnaires were administered personally to the respondents. The feedback was used to validate the instruments in readiness for the study. After administering the instruments to the selected respondents, the data obtained was a true reflection of the variables under study. To test the reliability of the instruments, the researcher used the split-half technique. The instrument was split into two sub sets (the sets which have odd numbers and even numbers). All even numbered items and odd numbered responses in the pilot study were computed separately.

The main aim was to determine the co-efficient of internal consistency and the reliability co-efficient whose value should vary between 0.00 (indicating no reliability) and +1.00 (indicating perfect reliability). The odd numbered scores for all items were correlated with even numbered scores using Pearson Product Moment Correlation Co-efficient of the entire test, where the co-efficient was 0.06 which was perfect reliability.

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3.9 Chapter Summary

This chapter presents the research methodology that is used in the study. The chapter covers the research design used. It also discusses on population and sampling design. Under sampling design, the researcher discusses on the sampling frame used, the sampling technique and the sample size from which data was collected. Data collection methods and an overview of the questionnaire are covered, research procedures on how the research will be conducted and finally data analysis methods applied on the collected data.

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CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the study results and findings on the analysis of changes in HR profession as a result of digitizing human resource management activities. The study was specifically interested in assessing the important changes that take place in HRM practices as a result of technological changes; identifying critical competencies and skills required for HR Profession to execute e-HRM and determining the compliance challenges and risk that may face HR profession. The analyzed data has been presented using figures and tables.

4.2 General Information

4.2.1 Response Rate

A total of 63 questionnaires were administered to the corresponding sample of selected employees of Mwananchi Communications LTD. All the completed questionnaires were included in data analysis.

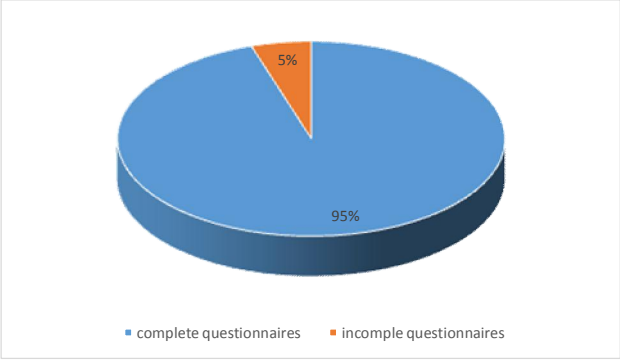

Figure 4.1: Response Rate

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From the 63 questionnaires circulated to the target population, only 60 were retrieved. After data cleaning, and sorting, 3 were incomplete and were discarded. This left the study with 60 usable questionnaires for analysis. This gave the study a response rate of 95% which was above the research threshold and the results were as shown in Figure 4.1.

4.2.2 Age of Respondents

The study set out to determine the age of the respondents and the results shown in Figure 4.2 indicates that, 7% which was 4 of the 60 respondents were aged between 20 - 25 years, 20% which was 12 of the 60 respondents were aged between 26 - 30 years, 13% which was 8 of the 60 respondents were aged between 31-35 years, 33% which was 20 of the 60 respondents were aged between 36-40 years and 27% which was 16 of the 60 respondents were aged between 41 ï 45 years. These results show that majority of the respondents at Mwananchi Communications LTD were between 36 to 40 years.

4.2 Age of Respondents

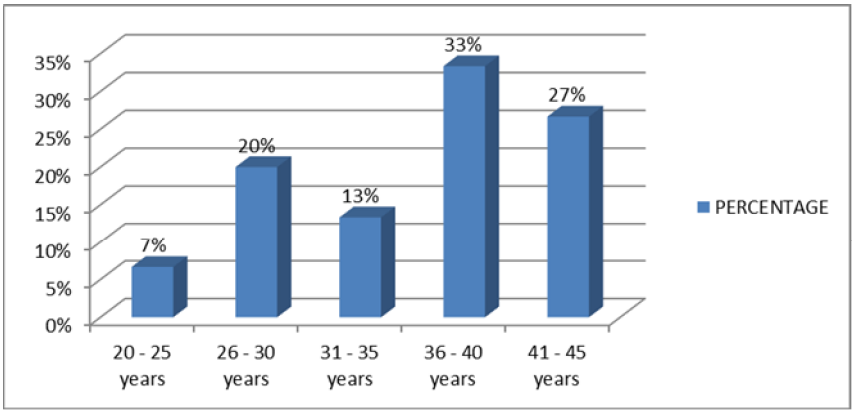

Figure 4.2: Age of Response

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4.2.3 Gender

The study set out to determine the gender divide of the population and the results shown in Figure 4.3 indicates that, 53% were male and 47% were female.

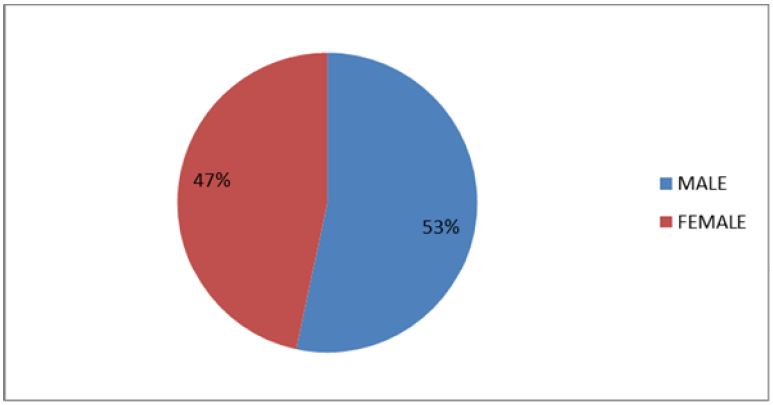

Figure 4.3: Gender

4.2.4 Level of Education

Figure 4.4 show that majority (58%) which was 35 of the 60 respondents of the respondents had university education level while 42% which was 25 of the 60 respondents had college education level. This indicates that most of the respondents were academically qualified in their respective job undertakings and hence they clearly understood challenges faced digitalized human resource profession.

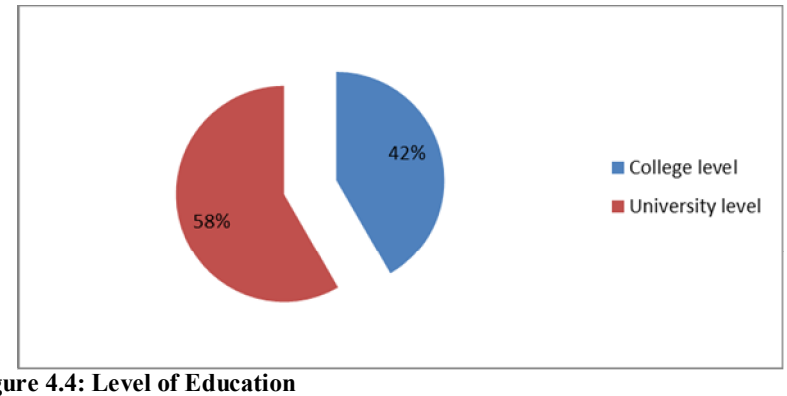

Figure 4.4: Level of Education

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4.2.5 Job Designation

The study set out to determine the job designation of the population and the results shown in Figure 4.5 indicates that, 3% which was 2 of the 60 respondents were employees from the marketing, legal and human resource department, 16% which was 10 of the 60 respondents were from finance and circulation department, 11% which was 7 of the 60 respondents were from advertising department and 48% which was 29 of the 60 respondents were from production department. These results show that majority of the job designations were considered and included in the study.

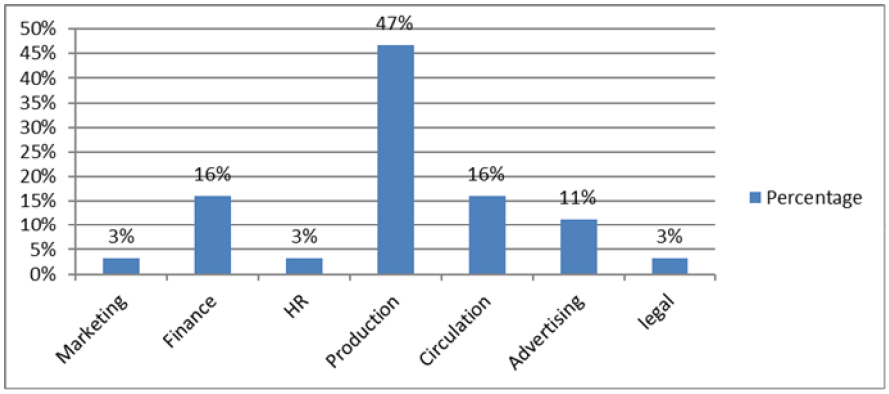

Figure 4.5: Job Designation

4.2.6 Years at Mwananchi Communications LTD

The study set out to determine the number of years the population had worked for the organization and the results shown in Figure 4.6 indicates that, 50% which was 30 of the 60 respondents had worked for 1 - 5years, 28% which was 17 of the 60 respondents had worked for 6 - 10 years and 22% which was 13 of the 60 respondents had worked for 11 ï 15 yrs. These results show that the population had a good balance when it comes to knowledge regarding organizational background which means they understood the organizationôs human resource practices.

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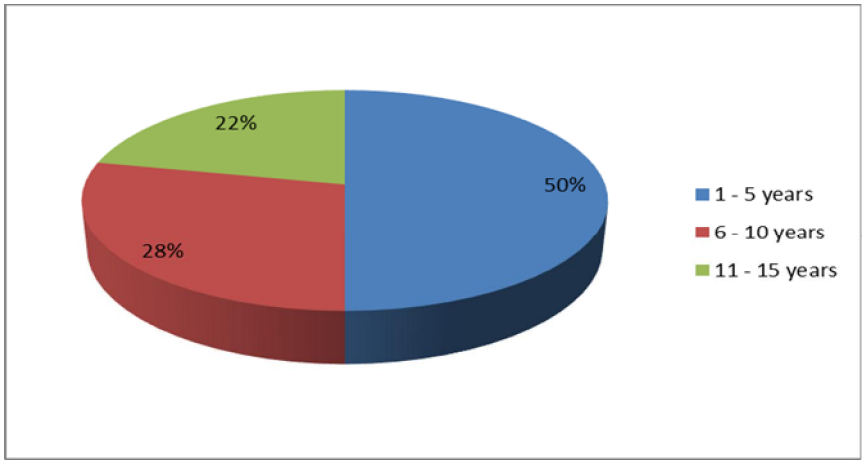

Figure 4.6: Working Experience

4.3 Technological Changes in Human Resource Profession

The respondents were asked to rate several technological factors using the scale:

1=Strongly Disagree, 2. Disagree 3. Moderately Agree, 4. Agree, 5. Strongly Agree

and their results were as shown in Table 3.3.

Table 4.1 Rating of Technological Changes

	Technological Changes	1	2	3	4	5
		%	%	%	%	%
T1	My job gives me the opportunity to use new technologies.	0	0	32	27	42
T2	In our organisation ICT facilities suggest new ways of doing work	0	0	17	37	47
T3	In our organisation technologies makes easy for us to realize business needs and objectives	0	0	22	37	42
T4	The systems available helps me to accomplish my tasks on time	0	0	27	40	33
T5	In our organization staff views are considered when establishing a new system	0	3	30	40	27
T6	In our organisation employees are encouraged to suggest ICT system/process/forms improvement.	0	0	33	38	28
T7	In our organisation HR systems are available to meet employees need	0	0	33	45	22
T8	In our organisation HR self-service systems give a room for comments and allow feedback sharing	0	0	28	53	18
T9	In our organization staffs are encouraged to be creative	0	0	18	33	48
T10	In our organization staffs are encouraged to be innovative	0	0	25	23	52

Source: researcher, 2018

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As shown in Table 4.1, 42% of the respondents strongly agreed that jobs give an opportunity to use new technologies whereas, 32% of the respondents were neutral on this and 27% just agreed. It was also revealed that the 17% respondents were neutral on this and 37% just agreed. This therefore suggests that therefore suggests that there is some level of technological acceptance among the employees. Technologies make it easy for employees to realize business needs and objectives as strongly agreed on by 42% of the respondents. Of the respondents, 22% were neutral on this while 37% just agreed.

The systems available helps employees to accomplish tasks on time as agreed on by 40% of the respondents. Of the respondents, 27% were neutral on this while 33% strongly agreed. Staff views are considered when establishing a new system as agreed on by 40% of the respondents. Of the respondents, 30% were neutral on this while 27% strongly agreed. Employees are encouraged to suggest ICT system/process/forms improvement as agreed on my 38% of the respondents. Of the respondents, 33% were neutral while 28% strongly agreed. Human resource systems are available to meet employeeôs needs as agreed on my 45% of the respondents. Of the respondents, 33% were neutral of this while 22% strongly agreed.

Human resource self-service systems give a room for comments and allow feedback sharing as agreed on by 53% of the respondents. Of the respondents, 28% were neutral on this while 18% strongly agreed. Staffs are encouraged to be creative and innovative as agreed on by 48% and 52% of the respondents respectively. Of the respondents, 18% were neutral on this while 33% just agreed on the creative aspect while 25% were neutral and 23% just agreed on the innovative aspect.

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4.4 Competencies and Skills in Human Resource Practice

As shown in table 4.2 below, staff are are trained for current and/or future job requirements as agreed on by 55% of the respondents. Of the respondents, 2% disagreed with this, 15% were neutral and 28% strongly agreed. This therefore suggests that indeed, there is need to build capacity of employees often. Non-human resource staff has enough knowledge/skills of human resource systems as agreed on by 40% of the respondents. Of the respondents, 3% disagreed with this, 23% were neutral while 33% strongly agreed. Recruitment process places the right person in the right job as agreed on by 50% of the respondents. Of the respondents, 2% disagreed with this, 33% were neutral while 15% strongly agreed. Training needs of employees are assessed on the basis of their performance appraisal and work demands as agreed on by 43% of the respondents. Of the respondents, 2% disagreed with this, 22% were neutral and 33% strongly agreed.

Employees are assigned with challenging jobs to charge their enthusiasm and develop skills as agreed on by 53% of the respondents. Of the respondents, 3% disagreed with this, 13% were neutral while 30% strongly agreed. The employees have full confidence in the competencies of their co-employees as agreed on by 47% of the respondents. Of the respondents, 2% disagreed with this, 17% were neutral while 35% strongly agreed. Staff works confidently with human resource systems as agreed on by 60% of the population. Of the respondents, 2% disagreed with this, 22% were neutral while 17% strongly agreed. This therefore suggests that indeed, harmonization of the employees builds confidence and builds capacity of employees.

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Table 4.2: Ratings of Competencies and Skills

Code	Competencies and Skills	1	2	3	4	5
		%	%	%	%	%
CS1	In our organization staff are trained for current and/or future job requirements	0	2	15	55	28
CS2	In our organisation non-HR staff have enough knowledge/skills of HR systems	0	3	23	40	33
CS3	In our organization recruitment process places the right person in the right job	0	2	33	50	15
CS4	In our organisation training needs of employees are assessed on the basis of their performance appraisal and work demands.	0	2	22	43	33
CS5	In our organisation we are assigned with challenging jobs to charge our enthusiasm and develop our skills	0	3	13	53	30
CS6	In our organisation I have full confidence in the competencies of my co-employees.	0	2	17	47	35
CS7	In our organization staff work confidently with HR systems	0	2	22	60	17

Source: researcher, 2018

4.5 Compliances with Laws

As shown in table 4.3 below, employees know what is expected in their work as strongly agreed on by 52% of the respondents. Of the respondents, 15% were neutral on this while 33% just agreed. Employees are passionate about what they do as agreed on by 58% of the respondents. Of the respondents, 25% were neutral on this while 17% strongly agreed. People are held accountable for the quality of work they do as agreed on by 48% of the respondents. Of the respondents, 13% were neutral on this while 35% strongly agreed.

Legal framework provide guarantees for the works employees do through various human resource related systems as agreed on by 62% of the respondents. Of the respondents, 17% were neutral on this while 22% strongly agreed. Every staff has access to human resource and ICT policy as agreed on by 42% of the respondents. Of the respondents, 22% were neutral on this while 37% strongly agreed.

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Table 4.3: Ratings of Compliances with Laws

Code	Compliances with laws	1 %	2 %	3 %	4 %	5 %
CWL1	I know what is expected in my work	0	0	15	33	52
CWL2	I am passionate at what I do	0	0	25	58	17
CWL3	People are held accountable for the quality of work they do	0	3	13	48	35
CWL4	In our organisation legal framework provide guarantees for the works you do through various HR related systems	0	0	17	62	22
CWL5	In our organisation every staff have access to HR and ICT policy	0	0	22	42	37

Source: researcher, 2018

4.6 Digitized Human Resource Management

As shown in table 4.4 below, traditionally, human resource department was always viewed as a paper-intensive, non-innovative area, where several decisions are made, people get hired or fired and where team building sessions are organized as agreed on by 63% of the respondents. Of the respondents, 3% disagreed with this, 8% were neutral and 25% strongly agreed. Currently, technology has enabled the human resource department in transmitting their information and keeps the communication proximity with clients both from within and outside the company as agreed on by 67% of the population. Of the respondents, 13% were neutral on this while 20% strongly agreed.

Human resource department is taking advantage of the support provided by IT-based solutions for human resources management services as agreed on by 60% of the respondents. Of the respondents, 13% were neutral on this while 27% strongly agreed. Managers are in a position to support the digital transformation of the company and the structures as agreed on by 70% of the respondents. Of the respondents, 17% were neutral on this while 13% strongly agreed. Managers are in a

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position to motivate staff throughout the process and to give them a sense of inspiration for new functions and processes as agreed on by 63% of the respondents. Of the respondents, 7% were neutral on this while 30% strongly agreed. The opinion on use of social media in recruitment, to identify, validate and screening of the candidates is neutral as indicated by 48% of the respondents. Of the respondents, 3% disagreed with this, 32% agreed and 17% strongly agreed.

Table 4.4: Ratings on Digitized Human Resource Management

Code	Digitized Human Resource Management	1	2	3	4	5
		%	%	%	%	%
DHRM1	Traditionally, HR department in our organisation was always viewed as a paper-intensive, non-innovative area, where several decisions are made, people get hired or fired and where team building sessions are organized	0	3	8	63	25
DHRM2	Currently, in our organisation technology has enabled the HR department in transmitting their information and keeps the communication proximity with clients both from within and outside the company.	0	0	13	67	20
DHRM3	In our organisation HR department is taking advantage of the support provided by IT-based solutions for human resources management services.	0	0	13	60	27
DHRM4	In our organisation Managers are in a position to support the digital transformation of the company and the structures.	0	0	17	70	13
DHRM5	In our organisation Managers are in a position to motivate staff throughout the process and to give them a sense of inspiration for new functions and processes	0	0	7	63	30
DHRM6	In our organisation social media is used in recruitment, to identify, validate and screening of the candidates.	0	3	48	32	17

Source: researcher, 2018

4.7 Inferential Analysis

4.7.1 Correlation of Variables

The study conducted correlation analysis on challenges faced in digitized Human Resource profession. Table 4.5 shows that there was a positive correlation between

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technological changes and digitized human resource profession and there is a significant relationship between technological changes and digitized human resource profession because ($r = 0.283$, $p < 0.05$).Table 3.7 shows that there was positive correlation between competencies and skills and digitized human resource profession and there was a significant relationship between competencies and skills and human resource profession because ($r = 0.384$, $p < 0.05$). It is also indicated in the Table 3.7 that there was a negative correlation between compliance with laws and digitized human resource profession and no significant relationship between compliance with laws and digitized human resource because ($r = -0.69$, $p > 0.05$).

Table 4.5 Pearson Correlation between Technological Changes, Competencies and Skills, Compliance With Law And Digitized Human Resource Profession

Correlations					
		Digitized Human Resource	Technological changes	Competencies and skills	Compliance with Laws
Digitized Human Resource	Pearson Correlation	1	.283*	.384**	-.069
	Sig. (2-tailed)		.028	.002	.600
	N	60	60	60	60
Technological changes	Pearson Correlation	.283*	1	.380**	.315*
	Sig. (2-tailed)	.028		.003	.014
	N	60	60	60	60
Competencies and skills	Pearson Correlation	.384**	.380**	1	.113
	Sig. (2-tailed)	.002	.003		.389
	N	60	60	60	60
Compliance with Laws	Pearson Correlation	-.069	.315*	.113	1
	Sig. (2-tailed)	.600	.014	.389	
	N	60	60	60	60
***. Correlation is significant at the 0.05 level (2-tailed).**					
****. Correlation is significant at the 0.01 level (2-tailed).**					

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4.7.2 Regression Analysis

According to Kothari (2006), regression analysis is a statistical process for estimating the relationships among variables. Table 4.6 shows the results of multiple regressions. The value of R2 is 0.196, revealing 19.6% variability in technological changes, competencies and skills and compliance with laws accounted for digitized human resource profession variables in the model developed. The adjusted R2 is an improved estimation of R2 in the population. The value of adjusted R 2 is 0.153. This adjusted measure provides a revised estimate of 15.3% variability, revealing 15.3% variability in technological changes, competencies and skills and compliance with laws accounted for digitized human resource profession due to the fitted model.

Table 4.6: Model Summary for Technological Changes, Competencies and Skills, Compliance with Laws and Digitized Human Resource Profession

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.443[a]	.196	.153	.3078

a. Predictors: (Constant), Compliance with Laws, Competencies and skills, Technological changes

4.7.3 Coefficients

The estimates of the regression coefficients, t-statistics, standard errors of the estimates and p values are shown in Table 4.7

Y = 2.545 + 0.234 X1 + 0.307 X2 ï 0.173 X3

Technological changes, competencies and skills and compliance with laws were used in multiple regression analysis to predict the digitized human resource profession. The analysis shows that technological changes did not significantly predict the digitized human resource profession. The coefficient for technological changes is

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(β1 = 0.234, t = 1.589, p > 0.118) so for every unit increase in technological changes, a 23.4% unit increase in digitized human resource is predicted, holding all other variables constant.

The analysis shows that competencies and skills did significantly predict the digitized human resource profession. The coefficient for competencies and skills is (β1 = 0.307, t = 2.481, p > 0.016) so for every unit increase in competencies and skills, a 30.7% unit increase in digitized human resource is predicted, holding all other variables constant. The analysis shows that compliance with laws did not significantly predict the digitized human resource profession. The coefficient for compliance with laws is (β1 = -0.173, t = -1.372, p > 0.176) so for every unit increase in compliance with laws, a 17.3% unit decrease in digitized human resource is predicted, holding all other variables constant.

Table 4.7: Coefficients on Technological Changes, Competencies and Skills, Compliance with Laws and Digitized Human Resource

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.545	.694		3.666	.001
	Technological changes	.234	.147	.215	1.589	.118
	Competencies and skills	.307	.124	.321	2.481	.016
	Compliance with Laws	-.173	.126	-.173	-1.372	.176

a. Dependent Variable: Digitized Human Resource

4.8 Discussions

4.8.1 Technological Changes and Digitized Human Resource Profession

The findings indicate that the technological changes based on new technologies, ICT facilities in the organization, technologies simplifying work, systems available,

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employeeôs participation in suggesting new systems/process/forms, systems meeting needs, human resource self-service systems and staff encouragement to be creative and innovative have a great impact on digitized human resource profession in an organization. The study indicated that jobs give an opportunity to use new technologies. These results are in agreement with Li and Deng (1999) who state that technological advancement can improve firm performance as well.

The study proved that the ICT facilities in the organization suggest new ways of doing work. These results are in agreement with resource-based theory which suggests that a firmôs resources are extremely important for the firmôs development, and that human capital is a key resource of a firm. The function of this resource depends on the employeesô ability and enthusiasm, and on efficient human resource management (Mumford, 2000).

The study showed that the technologies make it easy for employees to realize business needs and objectives. These results are in agreement with a study by Vincent (2007) who argued that employees should play an active role in the development of human resource systems. Also these is in agreement with a study by Golshan and Omar (2011) who state that, even more modest contributions to an organization can be recognized as being important to the extent that employees understand the role of their jobs to the overall mission of the company.

The study revealed that the systems available help employees to accomplish tasks on time. These results are in agreement with Dauda and Akingbade (2011) technologies can only lead to increased productivity or improve performance when combined with

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other resources effectively by human resources or when done effectively, and use technology productively and ethically. The study confirmed that staff views are considered when establishing a new system. These results are in agreement with Naser (2014) who argued that close collaborations between departments is critical for successful digitized human resource profession.

The study proved that employees are encouraged to suggest ICT system/ process/forms improvement. These results are in agreement with James, McKechnie and Swanberg (2011) who state that, increased employee engagement is likely to result in positive organizational outcomes, such as reduced turnover, increased productivity as well as performance and overall wellness within the organization. This is also in agreement with Kamel and Abdullah (2014) also argued that developing a shared vision between HR and IT managers was also important when it came to successful implementation of digitized human resource profession.

The study indicated that human resource systems are available to meet employeeôs needs. These results are in agreement with a conclusion by Foster (1986) which states that most of studies have repeatedly shown a positive relationship between a firmôs technological advancement and performance, and concluded that technological advancement is important for employee performance. The study revealed that human resource self-service systems give a room for comments and allow feedback sharing. These results are in tandem with Treuren and Anderson (2010) who state that, millennial employees with a job that shows a high degree of feedback receive direct and clear information about their work, and based on the experienced knowledge about their results and performance, they are able to check

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their accomplishment and competences. The study showed that staffs are encouraged to be creative and innovative. These results are in tandem with Orpen (1994) which state that employee motivation has a direct effect on technological advancement.

4.8.2 Competencies and Skills and Digitized Human Resource Profession

The findings indicated that those competencies and skills based on staff training, knowledge and skills of non-human resource staff, recruitment, challenging jobs, confidence in competencies of employees and confidence in human resource systems had a great impact on digitized human resource profession in an organization. The study showed that staffs are trained for current and/or future job requirements. This result is in agreement with the study by Wrzesniewski and Dutton (2015) who state that, staff training and development of employees play an instrumental role in maintaining both employee satisfaction, engagement, and performance by using career development.

The study showed that non-human resource staff has enough knowledge/skills of human resource systems. This collaborates with the study by Murat and Nihat (2014) who argued expertise could be achieved through user training and that training enhanced competency which could affect the speed and coverage of human resource systems. The study showed that rrecruitment process places the right person in the right job. This collaborates with the study by Bader (2012) who argued that human resource capabilities are applications to human resource management tasks which means that human resource professionals were able to cope with their new roles. The study showed that training needs of employees are assessed on the basis of their performance appraisal and work demands. These results concur with Lyons and

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Mattareôs (2011) research conducted in the US that showed that continuous training and development throughout employeesô career keeps them more engaged with the company as this makes them feel secure and confident with the company.

The study showed that employees are assigned with challenging jobs to charge their enthusiasm and develop skills. These results are in agreement with Mone and London (2014) who state that, jobs that are high in skill variety are seen by employees as: more challenging because of the range of skills involved. The study showed that the employees have full confidence in the competencies of their co-employees. These results are in tandem with Coetzer and Rothmann (2014) who state that, career satisfaction is related to having positive feelings about the work experiences of a person. The study showed that staff works confidently with human resource systems. Murat and Nihat (2014) who argued that the recognition of HR as a change agent and a strategic partner is likely to influence the adoption and implementation of HRIS applications and practices.

4.8.3 Compliance with Laws and Digitized Human Resource Profession

The findings indicated that those compliance with laws based on knowledge on what is expected, passion about work, accountability, legal framework and access to human resource and ICT policy had a great impact on digitized human resource profession in an organization. The study showed that employees know what is expected in their work, are passionate about what they do and they are held accountable for the quality of work they do. These results concur with Tregear (2014) who states that, due to the importance of their jobs and the impact on others, it is necessary to perform a good job and avoid mistakes, and thus, a standard

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process helps employees to know exactly when and where they have to do certain tasks.

The study showed that legal framework provides guarantees for the works employees do through various human resource related systems. These results concur with Haque and Aslam (2011) who state that, trust and justice elements are important in creating a pleasant working environment which ultimately enhances employeesô engagement. The study showed that every staff has access to human resource and ICT policy. This collaborates with the study by Murat and Nihat (2014) who argued that the recognition of human resource as a change agent and a strategic partner is likely to influence the adoption and implementation of human resource applications and practices.

4.9 Chapter Summary

This chapter presents the results and findings of the study. Findings are presented in tables, graphs and charts. Inferential analysis is also presented using correlation, regression analysis and coefficients on technological changes, competencies and skills, compliance with laws and digitized human resource. The next chapter presents discussion on findings, conclusion and recommendations.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter concludes the study by presenting the summary of the study findings, the study discussions, the study conclusions, and the study recommendations for improvement and those for further research.

5.2 Summary

The purpose of the study was to assess the changes in human resource profession as a result of digitizing human resource management activities and the challenges encountering the field. The research questions that guided the study were: What are the significant changes that take place in HRM practices as a result of Technological changes? What are the key competencies and skills needed for HR Profession to implement e-HRM? What are the compliance challenges and risk ought to face HR professions on implementation of e-HRM?

The study used a descriptive research design approach. The population size was 210. Stratified random sampling was used to select the sample for the study. The sample size of the study was 60. Data was collected using a self-administered questionnaire. All the completed questionnaires were entered into IBM SPSS 24.0 statistical software. Descriptive statistics, correlation analysis and multiple regressions were conducted to analyze the data. Results were presented in tables, charts and graphs showing frequencies and percentages.

Findings on technological changes were indicated by majority of respondents to affect the digitized human resource profession. Most of the respondents strongly

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agreed that the job gives an opportunity to use new technologies. Most of the respondents strong agreed that the ICT facilities in the organization suggest new ways of doing work. Most of the respondents strongly agreed that technologies make it easy for employees to realize business needs and objectives. Most of the respondents agreed that the systems available help employees to accomplish tasks on time. Most of the respondents agreed that staff views are considered when establishing a new system.

Most of the respondents agreed that employees are encouraged to suggest ICT system/process/forms improvement. Most of the respondents agreed that human resource systems are available to meet employeeôs needs. Most of the respondents agreed that human resource self-service systems give a room for comments and allow feedback sharing. Most of the respondents agreed that staffs are encouraged to be creative and innovative. Findings on competencies and skills were indicated by majority of respondents to affect the digitized human resource profession. Most of the respondents agreed that staff are are trained for current and/or future job requirements. Most of the respondents agreed that non-human resource staff have enough knowledge/skills of human respurce systems. Most of the respondents agreed that rrecruitment process places the right person in the right job.

Most of the respondents agreed that training needs of employees are assessed on the basis of their performance appraisal and work demands. Most of the respondents agreed that employees are assigned with challenging jobs to charge their enthusiasm and develop skills. Most of the respondents agreed that the employees have full confidence in the competencies of their co-employees. Most of the respondents

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agreed that staff work confidently with human resource systems.

Findings on compliance with laws were indicated by majority of respondents to affect the digitized human resource profession. Most of the respondents strongly agreed that employees know what is expected in their work. Most of the respondents agreed that employees are passionate about what they do. Most of the respondents agreed that people are held accountable for the quality of work they do. Most of the respondents agreed that legal framework provide guarantees for the works employees do through various human resource related systems. Most of the respondents agreed that every staff have access to human resource and ICT policy.

5.3 Conclusions

5.3.1 Technological Changes and Digitized Human Resource Profession

On technological changes and the challenge, it poses on digitized human resource profession, it is revealed that jobs provide an opportunity to employees of Mwananchi Communications LTD to use new technologies. However, the ICT facilities at Mwananchi Communications LTD suggest new ways of doing work. It is also observed that the technologies at Mwananchi Communications LTD make it easy for employees to realize business needs and objectives. The study finds that the systems available at Mwananchi Communications LTD help employees to accomplish tasks on time and that staff views are considered when establishing a new system at Mwananchi Communications LTD.

Further, the study has revealed that employees at Mwananchi Communications LTD are encouraged to suggest ICT system/process/forms improvement and those human

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resource systems are available to meet employeeôs needs at Mwananchi Communications LTD. Nonetheless, human resource self-service systems give a room for comments and allow feedback sharing and staff are encouraged to be creative and innovative at Mwananchi Communications LTD. Therefore, the study concludes that the Company has adequate capacity to meet the challenges for the technological changes and digitalized human resources profession.

5.3.2 Competencies and Skills and Digitized Human Resource Profession

On competencies and skills and the challenge it posed on digitized human resource profession, the study finds that the staffs are trained for current and/or future job requirements at Mwananchi Communications LTD. It is also revealed that non-human resource staffs have enough knowledge/skills of human resource systems at Mwananchi Communications LTD. Nevertheless, the recruitment process places the right person in the right job at Mwananchi Communications LTD. Further, the study finds that the training needs of employees are assessed on the basis of their performance appraisal and work demands. It is also revealed that employees are assigned with challenging jobs to charge their enthusiasm and develop skills. Given the recruitment process, the adequacy of staff, the training needs and availability of digital resources the study therefore concludes that there is confidence for competencies and skills in the use of digitalized human resource profession at Mwananchi Communications LTD.

5.3.3 Compliance with Laws and Digitized Human Resource Profession

It is revealed that employees at Mwananchi Communications LTD know what is expected in their work, they are passionate about what they do and they are held

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accountable for the quality of work they do. It is further observed that the legal framework guarantees for the works employees do through various human resource related systems and that every staff has access to human resource and ICT policy at Mwananchi Communications LTD. Basing on these, the study concludes compliance of the company with the laws in digitalized human resource profession.

5.4 Recommendations

5.4.1 Technological Changes and Digitized Human Resource Profession

It is recommended that firms should not ignore the impact of technological changes on digitized human resource profession. Employees should be encouraged to embrace new technologies, ICT facilities should be user friendly to enable the employees to do their work easily, staff views should be sort when establishing new systems and feedback from employees should be encouraged.

5.4.2 Competencies and Skills and Digitized Human Resource Profession

On competencies and skills, the study recommends that firms should train their staffs for current and/or future job requirements. The study also recommends that non-human resource staff should be equipped with enough knowledge/skills of human resource systems. The study also recommends that rrecruitment process should place the right person in the right job. The training needs of employees should be assessed on the basis of their performance appraisal and work demands. Also employees should be assigned with challenging jobs to charge their enthusiasm and develop skills. Employees should have full confidence in the competencies of their co-employees and also, staff should be tailored to work confidently with human resource systems.

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5.4.3 Compliance with Laws and Digitized Human Resource Profession

The study recommends that employees should be knowledgeable enough to know what is expected in their work, be passionate about what they do be held accountable for the quality of work they do. The study also recommends that legal framework should provide guarantees for the works employees do through various human resource related systems. And also, every staff should have access to human resource and ICT policy.

5.5 Areas for Further Research

The study identified the challenges faced in digitized human resource profession. There are other challenges faced in digitized human resource profession that have not been identified in the study. Some of these factors include: IT infrastructure, competitive pressure, vendor support, and many more others. Suggestion for further studies into these factors is therefore advisable to contribute towards ways of handling challenges faced in digitized Human Resource profession.

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APPENDICES

QUESTIONNAIRE

Dear respondent, currently, working environment is growing ever more digitized on a daily basis. Companies are increasingly digitizing work processes whereby employees have to get used to new methods and technologies. The researcher intends to assess the changes and challenges in Human Resource Management Practices as a result of technological changes.

Data given will be secret and usefully for academic purpose for Open University of Tanzania. Kindly, you are requested to respond to the questions below carefully using only approximately five minutes to facilitate information so that to be analyzed to fulfil the requirements of the study.

SECTION A: GENERAL INFORMATION: PLEASE PUT AN APPROPRIATE ANSWER

Age	Gender	Education level	Occupation
Years worked in this Organization (cycle one category)		1- 5 years, 6 - 10 years, 11 - 15 years, 16 - 20 years, More than 20 years	

SECTION B: DIGITAL CHANGES AND CHALLENGES IN THE HUMAN RESOURCES PROFESSION AND PRACTICES

On the following statements of digitalized human resource management please indicate your level of disagree or agreed based on the scale of 1-5 where 1 strongly disagree (SD), 2 disagree (DA), 3 neutral (N), 4 agree and 5 strongly agree (SA).

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Code	Items	S	D	N	A	SA
	Competencies and Skills					
CS1	In our organization staff are trained for current and/or future job requirements	1	2	3	4	5
CS2	In our organisation non-HR staff have enough knowledge/skills of HR systems	1	2	3	4	5
CS3	In our organization recruitment process places the right person in the right job	1	2	3	4	5
CS4	In our organisation training needs of employees are assessed on the basis of their performance appraisal and work demands.	1	2	3	4	5
CS5	In our organisation we are assigned with challenging jobs to charge our enthusiasm and develop our skills	1	2	3	4	5
CS6	In our organisation I have full confidence in the competencies of my co-employees.	1	2	3	4	5
CS7	In our organization staff work confidently with HR systems	1	2	3	4	5
	Technology					
T1	My job gives me the opportunity to use new technologies.	1	2	3	4	5
T2	In our organisation ICT facilities suggest new ways of doing work	1	2	3	4	5
T3	In our organisation technologies makes easy for us to realize business needs and objectives	1	2	3	4	5
T4	The systems available helps me to accomplish my tasks on time	1	2	3	4	5
T5	In our organization staff views are considered when establishing a new system	1	2	3	4	5
T6	In our organisation employees are encouraged to suggest ICT system/process/forms improvement.	1	2	3	4	5
T7	In our organisation HR systems are available to meet employees need	1	2	3	4	5
T8	In our organisation HR self-service systems give a room for comments and allow feedback sharing	1	2	3	4	5
T9	In our organization staffs are encouraged to be creative	1	2	3	4	5
T10	In our organization staffs are encouraged to be innovative	1	2	3	4	5
	Compliances with laws					
CWL 1	I know what is expected in my work	1	2	3	4	5
CWL 2	I am passionate at what I do	1	2	3	4	5
CWL 3	People are held accountable for the quality of work they do	1	2	3	4	5
CWL 4	In our organisation legal framework provide guarantees for the works you do through various HR related systems	1	2	3	4	5
CWL 5	In our organisation every staff have access to HR and ICT policy	1	2	3	4	5

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	Digitized Human Resource Management					
DHRM1	Traditionally, HR department in our organisation was always viewed as a paper-intensive, non-innovative area, where several decisions are made, people get hired or fired and where team building sessions are organized	1	2	3	4	5
DHRM2	Currently, in our organisation technology has enabled the HR department in transmitting their information and keeps the communication proximity with clients both from within and outside the company.	1	2	3	4	5
DHRM3	In our organisation HR department is taking advantage of the support provided by IT-based solutions for human resources management services.	1	2	3	4	5
DHRM4	In our organisation Managers are in a position to support the digital transformation of the company and the structures.	1	2	3	4	5
DHRM5	In our organisation Managers are in a position to motivate staff throughout the process and to give them a sense of inspiration for new functions and processes	1	2	3	4	5
DHRM6	In our organisation social media is used in recruitment, to identify, validate and screening of the candidates.	1	2	3	4	5

Thanks for your co-operation

Elizabeth Mtui, (MHRM student)

Open University of Tanzania

Email: bettymtuif@gmail.com

Mob 0768 015 110