EFFECT OF HUMAN RESOURCE INFORMATION SYSTEM ON EFFECTIVE DECISION MAKING IN TANZANIA

A CASE OF HANANG DISTRICT

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCE AND MANAGEMENT (MHRM),

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a Dissertation entitled: **"The effect of Human Resource Information System on Effective Decision-making in Local Government Authorities in Tanzania: A Case of Hanang District"** in Partial Fulfilment of the requirements for the Degree of Masters of Human Resource Management (MHRM) of the Open University of Tanzania.

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DECLARATION

I, **Martine Maila Justine,** declare this dissertation is my original work. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master of Human Resource Management (MHRM).

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Signature

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Date

DEDICATION

This dissertation is devoted to my lovely parents, Justine Rukaka and Marry Kize Mayila, for their prayers during my studies. Also, I dedicate it to my children Natasha and Brandon. I hope it will inspire them to work hard and achieve success in their educational endeavours and careers so that they can brighten their future and make a significant contribution to our growing nation.

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ABSTRACT

This study examines the influence of human resource information systems on effective decision-making in local government authorities in Hanang District. Specifically, the study aims to assess the effect of HRIS usefulness, HRIS attitude, HRIS ease of use and HRIS trust on organizational decision-making at Hanang District council. The study followed a positivistic research paradigm. In this study, 344 questionnaires were distributed to employees using a stratified sampling technique. The collected data were analyzed using multiple linear regression analysis. The results indicate that perceived HRIS usefulness positively influenced organizational decision-making at Hanang District Council. The findings show that perceived attitude was statistically significant in influencing organizational decision-making. Furthermore, the results highlight a positive influence of perceived HRIS ease of use on organizational decision-making. Moreover, the study found a statistically significant and negative influence of perceived HRIS trust on organizational decision-making. Therefore, this study recommends that the council continue to promote and enhance the perceived usefulness of HRIS among employees to improve decision-making processes and ultimately achieve organizational goals more efficiently. Also, the council should provide adequate resources and support to employees to enhance decision-making processes using HRIS. Policy makers should encourage the adoption of HRIS in organizations to improve decision-making processes and ultimately achieve organizational goals more efficiently. The study adds to the existing body of knowledge on the impact of HRIS on decision-making in organizations.

Keywords: *Human Resource Information System, Decision making, Local Government Authorities, Hanang District Council, Decision Making.*

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LIST OF ABBREVIATIONS AND ACRONYMS

HRIS	Human Resource Information Systems
ICT	Information and Communication Technology
LGAs	Local Government Authorities
NICTBB	National Information and Communication Technology Broadband Backbone
NIDA	National Identification System
SDGs	Sustainable Development Goals
TAM	Technology Acceptance Model
TPB	Theory of Planned Behavior
UN	United Nations
URT	United Republic of Tanzania

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter presents the background to the problem, the problem statement and the study's objectives. It also focuses on research questions, the significance of the study, the scope of the analysis, and the study's justification.

1.2 Background of the Study

Adopting Human Resource Information Systems (HRIS) has become increasingly prevalent in today's dynamic and competitive organizational landscape. HRIS facilitates decision-making processes at various organizational levels, including local government authorities. These systems serve as valuable information repositories, enabling informed decision-making to address complex challenges and uncertainties (Debussche & Laperche, 2021). Furthermore, adopting HRIS aligns with global initiatives such as the Sustainable Development Goals (SDGs) outlined by the United Nations. HRIS supports the principles of transparency, accountability, and sustainability, which are integral to the SDGs (United Nations, 2019).

The adoption of HRIS by local government authorities in Africa varies, with some countries making significant progress while others face infrastructure and capacity challenges (Njau, 2018). This aligns with regional frameworks like the African Union's Agenda 2063 and international initiatives such as the SDGs, which emphasize evidence-based decision-making and accountability (United Nations Economic Commission for Africa, 2019). Studies such as that of Govender, Perumal,

and Perumal (2018) found that perceived usefulness significantly influenced employees' intention to use HRIS for decision-making. Participants believed that HRIS enhanced job performance, improved information accuracy, and facilitated efficient decision-making. Medda (2018) showed that employees' positive attitudes toward HRIS significantly influenced their usage. Njoroge et al. (2018) found that employees' behavioral intention to use HRIS was positively impacted by their attitudes toward using HRIS, its usefulness, and ease of use.

Successfully adopting and implementing HRIS requires organizations to consider several key factors. Firstly, organizations must embrace existing technologies and ensure their availability and accessibility. This involves improving network infrastructure, expanding data storage capacities, and staying up to date with technological advancements to optimize the efficiency of HR systems (Noutsa et al., 2017). Secondly, organizations must have a technically proficient and adaptable workforce. Developing countries like India and Thailand have made significant progress by embracing technological advancements and demonstrating readiness for implementing HRIS within their organizations (Quaosar & Rahman, 2021). However, some African countries, such as Uganda, face challenges due to limitations in technological infrastructure, which hinder the smooth implementation of HRIS.

In the specific context of local government authorities in the Hanang District, understanding the influence of the HRIS on decision-making becomes crucial. Successfully adopting HRIS can enhance the quality, efficiency, and effectiveness of HR-related decisions within these authorities. This, in turn, contributes to improved governance, transparency, and accountability within Hanang District (Mabaso,2020).

In the local government authorities of Hanang District, several issues hinder effective decision-making, including limited access to accurate information, manual and paper-based processes, lack of systematic workforce planning, inadequate tracking of HR metrics and performance, and little integration of HR processes. Therefore, investigating the impact of the HRIS on decision-making in local government authorities in Hanang District emerges as a critical and relevant research endeavor.

1.3 Statement of the Problem

The government of Tanzania has taken significant steps to promote digital transformation and enhance decision-making processes in public services. Through initiatives like the e-Government Strategy 2016-2020 and the ICT Policy of 2003, the government recognizes the importance of integrated information systems like HRIS for improving service delivery. National projects such as the National Identification System (NIDA) and the National Information and Communication Technology Broadband Backbone (NICTBB) initiative further support the implementation of HRIS in local government authorities, leading to improved data accuracy and communication infrastructure (URT, 2020).

Poor decision-making is caused by inadequate use of HRIS, leading to increasingly inefficient HR process data inaccuracies, compliance with legal issues, and employee dissatisfaction (Paschal, 2020). Failure to mitigate these challenges can result in poor organizational performance related to low HRIS usefulness, negative attitude towards HRIS, difficulties in using HRIS, and lack of trust in HRIS. A recent study by Matimbwa et al. (2020) found that 60% of HR managers in Local Government

Authorities in Tanzania believe their HRIS is ineffective. The study also found that 40% of employees have experienced payroll or benefits information errors. Additionally, a study (Chinyuka, 2018) found that 20% of employees in Local Government Authorities have had difficulty accessing information about their performance reviews or other HR-related matters. Despite these efforts, limited studies have investigated the adoption and impact of HRIS on decision-making in public organizations, particularly within Local Government Authorities. Matimbwa & Masue (2020) examined the influence of organizational factors on human resource information system effectiveness in Tanzanian Local Government Authorities (LGAs). Through a comprehensive analysis of the HRIS usefulness, attitude toward HRIS, HRIS ease of use and trust in HRIS, this research provides valuable insights into the role of HRIS in enhancing decision-making processes within the context of local government authorities. Therefore, this study aims to address this knowledge gap by examining the influence of the Human Resource Management Information System on effective decision-making processes in Hanang District's Local Government Authorities.

1.4 Research Objectives

1.4.1 General Research Objective

To examine the influence of human resource information systems on effective decision-making in local government authorities in Hanang District.

1.4.2 Specific Research Objectives

i. To determine the influence of HRIS usefulness on effective decisions making at Hanang District council.

ii. To examine the influence of attitude on effective decision-making at Hanang District council.
iii. To examine the influence of HRIS ease of use on effective decision-making at Hanang District council.
iv. To examine the influence of HRIS trust on effective decision-making at Hanang District council.

1.5 Significance of the Study

The study has practical implications for local government authorities in the Hanang District, offering insights into the benefits of HRIS implementation. It guides the development of strategies to enhance efficiency, transparency, and accountability through the effective utilization of HRIS. Additionally, the findings contribute to policy development by informing initiatives and policies related to HRIS adoption and implementation, helping address infrastructure and capacity challenges. The study also advances theoretical knowledge by examining the relationship between HRIS and decision-making in the context of local government authorities. It supports capacity-building efforts by identifying factors that influence decision-making through HRIS, enabling targeted training and development programs for HR professionals and staff members.

1.6 Contribution of the study

1.6.1 Theoretical contribution of the study

The study contributes to the well-established Task-Technology Fit, Media Richness, and Appropriation (TMA) theory in information systems. It explores the task-

technology fit by examining the perceived usefulness, ease of use, and knowledge of HRIS in the context of HRIS and decision-making. The study investigates whether HRIS is seen as valuable for decision-making by providing accurate and timely information. The findings will contribute to the theoretical development of TMA theory by applying it to the specific context of HRIS in local government authorities and exploring its impact on decision-making processes.

1.7 Scope of the Study

The study is limited to the influence of human resource information systems on decision-making in local government authorities in Hanang District. The study covers a period of four months, from February 2023 to July 2023. The study involves employees from various departments in the Hanang District Council, including health, education, infrastructure, and finance.

1.8 Organization of the study

Chapter one provides an overview of the study, presenting the background history and the research problem statement. It also outlines the research objectives, both general and specific, and discusses the relevance and scope of the study. Chapter two is a literature review that examines existing theories, concepts, and previous research studies related to the research problem. This review serves to establish the empirical and theoretical framework for the analysis. Chapter three focuses on the research methodology and methods. It describes the research design employed and the specific area of the study. The chapter also addresses the study population and discusses the Validity and reliability of the data used, including how these aspects

have been tested. Additionally, it covers the sampling mechanism, ethical procedures, and the planned data analysis methods. Chapter four covers the presentation of findings, and chapter five covers discussions of results. Moreover, chapter six covers the conclusion, recommendations, and areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consists of two sections. Section one describes conceptual definitions used in the study, and the section also discusses and reviews the theories that guide the research and various ideas relating to information system studies. The framework and Hypotheses to conduct the investigation are developed and discussed.

2.2 Conceptual Definitions

2.2.1 A Human Resource Information System

A Human Resource Information System (HRIS) is a software system that provides data and information for decision-making regarding human resource management. It automates and integrates HR processes such as recruitment, selection, training, performance appraisal, and compensation (Noe et al., 2019). According to Kavanagh, Thite and Johnson (2017) defined a Human Resource Information System (HRIS) as a system used to acquire, store, manipulate, analyze, retrieve, and distribute relevant information about an organization's human resources. It is an integrated system that provides a database of employee information used by HR professionals to make decisions and improve HR effectiveness. Also, Stair and Reynolds (2018) defined a Human Resource Information System (HRIS) is a computerized system that provides current and accurate data for control and decision-making within the human resource management function.

In this study, a Human Resource Information System (HRIS) refers to a system or online solution implemented at Hanang District Council designed to integrate and

automate human resource management functions and processes. This system facilitates the collection, storage, and analysis of employee-related data, streamlines HR workflows, and provides decision-makers at Hanang District Council with timely and accurate information to support organizational decision-making. The HRIS enables Hanang District Council to efficiently manage recruitment, employee onboarding, performance evaluation, payroll, benefits administration, and other HR activities, ultimately enhancing the effectiveness and efficiency of decision-making processes within the organization.

2.2.2 Organizational Decision Making

According to Daft (2015), organizational decision is the process by which organizations select desired courses of action from a set of alternatives. However, in this study, Organizational decision-making at Hanang District Council refers to the process through which the council identifies, evaluates, and selects appropriate courses of action from available alternatives to address organizational challenges and capitalize on opportunities.

2.2.3 Local Government Authorities

According to Daft (2015), organizational decision-making is the process by which organizations select desired courses of action from a set of alternatives. It involves gathering relevant information, evaluating options, and choosing the most appropriate action to achieve organizational goals. As Robbins and Coulter (2017) defined, organizational decision-making is the process of identifying problems, generating alternatives, evaluating and choosing among them, and implementing

solutions. It involves individuals or groups analyzing information, considering various perspectives, and reaching a consensus on the best course of action for the organization. According to Simon (1947), organizational decision-making is a rational process that involves identifying and defining problems, generating alternative solutions, evaluating the alternatives based on criteria, selecting the best option, and implementing and monitoring the chosen solution. It considers information, goals, constraints, and the decision-maker's cognitive processes.

However, in this study, Organizational decision-making at Hanang District Council refers to the process through which the council identifies, evaluates, and selects appropriate courses of action from available alternatives to address organizational challenges and capitalize on opportunities. This process is influenced by the integration and utilization of Human Resource Management Systems (HRMS), which encompass the technology, processes, and data management capabilities employed by the council to support human resource functions. The HRMS plays a critical role in facilitating the collection, analysis, and dissemination of relevant HR data and information, enabling decision-makers at Hanang District Council to make informed and strategic decisions related to recruitment, training, performance management, compensation, and other HR areas. HRMS enhances the efficiency, accuracy, and effectiveness of decision-making, enabling the council to align its human resource strategies with organizational goals and achieve optimal outcomes.

2.3 Theoretical Literature Review

2.3.1 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) was developed by Davis (1989) as an extension of the Theory of Reasoned Action (TRA) and the Theory of Planned

Behavior (TPB) proposed by Ajzen (1985). TAM suggests that external factors significantly impact internal factors, such as beliefs, attitudes, and intentions, which in turn influence the acceptance and use of information technology. According to the theory, a technology's perceived ease of use and usefulness are critical determinants of its adoption and usage by individuals (Davis, 1989).

The Technology Acceptance Model (TAM) provides a theoretical framework for understanding users' acceptance and adoption of new technologies. In the context of this study on the influence of Human Resource Information Systems (HRIS) on decision-making in local government authorities, several variables from TAM can be incorporated:

Perceived Usefulness: This variable examines individuals' beliefs about using HRIS in decision-making to enhance their job performance and efficiency.

Perceived Ease of Use: This variable focuses on individuals' perceptions of how easy it is to understand and use HRIS. It considers factors such as user-friendliness, simplicity, and accessibility of the HRIS in the local government authorities.

Attitude toward Using HRIS: This variable assesses individuals' overall evaluation and feelings about adopting HRIS in decision-making. It measures their positive or negative perceptions, knowledge, beliefs, and opinions regarding the potential benefits and drawbacks of HRIS usage. Attitude is influenced by perceived usefulness and ease of use.

Behavioural Intention to Use: This variable explores individuals' intentions and plans to use HRIS for decision-making. It examines their willingness to adopt HRIS in

their daily work activities—behavioural choice is influenced by attitudes toward HRIS, perceived usefulness, and perceived ease of use.

Various studies have examined the application of the Technology Acceptance Model (TAM) in adopting HRIS and its impact on decision-making. Govender, Perumal, and Perumal (2018) found that perceived usefulness and ease of use significantly influence the adoption and acceptance of HRIS in different organizational settings, including local government authorities and found that positive perceptions of HRIS as valuable and easy to use lead to favourable attitudes and intentions to use the system, enhancing effective decision-making processes.

The mediating role of user satisfaction, system quality, and information quality in the relationship between TAM variables and decision-making outcomes has been explored. Njoroge et al. (2018) and Wamalwa et al. (2020) found that when users perceive HRIS as valuable and easy to use, it positively affects their satisfaction with the system, enhancing decision-making effectiveness.

The TAM is a valid theory for explaining the adoption of information systems in various contexts. Al-Hujran and Abu-Shanab (2016) demonstrated that the TAM was a significant predictor of the intention to use an HRIS in Jordanian local government authorities, with perceived usefulness and ease of use having positive influences on intention to use, while top management support had a negative effect.

2.4 Empirical Literature Review

2.4.1 The influence of HRIS usefulness on effective decisions making

Smith (2018) studied the impact of HRIS Usefulness on Organizational Decision Making: A Case Study in the Manufacturing Sector in the United States. The study found that employees' perception of HRIS usefulness significantly influenced organizational decision-making processes in the manufacturing sector. HRIS functionalities such as data analysis, reporting, and real-time information retrieval were positively associated with decision-making effectiveness. The study concludes that investing in HRIS with valuable features and functionalities can enhance decision-making efficiency and improve overall organizational performance. The study recommends that Organizations prioritize the selection and implementation of HRIS that meet the specific decision-making needs of their industry.

Johnson et al. (2020) studied the Influence of HRIS Usefulness on Organizational Decision Quality in Canada. The study revealed a positive relationship between employees' perception of HRIS usefulness and decision quality. Higher perceived use of HRIS was associated with improved decision-making outcomes regarding accuracy, timeliness, and effectiveness. The study concludes that HRIS usefulness is vital in enhancing decision quality within organizations, emphasizing the importance of selecting HRIS that aligns with decision-making requirements. The study recommends that Organizations regularly assess employees' perception of HRIS usefulness and provide continuous training and support to enhance their proficiency in using HRIS for decision-making.

Mushi and Nyandoro (2021) conducted an empirical study to explore the impact of HRIS usefulness on organizational choice in the banking sector. The researchers employed a quantitative research methodology and collected data from employees in various banks across Tanzania. The sample size consisted of 300 participants who completed a survey questionnaire. The collected data were analyzed using regression analysis. The study's findings revealed that employees' perception of HRIS usefulness significantly influenced the effectiveness of organizational choice in Tanzanian banks. Specifically, HRIS functionalities such as data analysis, reporting, and real-time information retrieval were positively associated with organizational choice outcomes. These findings suggest that investing in HRIS with valuable features and functionalities can enhance the efficiency of decision-making processes and improve overall organizational performance in the Tanzanian banking sector. The implications of this study highlight the importance of selecting and implementing HRIS that meets the specific decision-making needs of Tanzanian banks. Furthermore, providing training programs to employees can maximize their utilization and understanding of HRIS features, leading to more informed and effective organizational choices.

2.4.2 The influence of attitude on effective decision making

In their study, Madihaet al. (2021) aimed to investigate the impact of HRIS usage and knowledge-sharing behaviour on the innovation capability of employees in the banking sector. The study also examined the moderating role of organizational citizenship behaviour in the relationship between HRIS usage, knowledge-sharing behaviour, and innovation capability. The research applied the Resource-Based View

and Organizational Citizenship Behaviour theories to guide the investigation. The study used a quantitative data collection approach and employed a correlational research design. The target population was employees working in private banks in Karachi, Pakistan. The sample consisted of 187 responses, which were analyzed using linear regression. The study's results indicated that using human resource information systems (HRIS) positively and significantly impacted employees' innovation capacity.

Similarly, knowledge-sharing behaviour found to have a positive effect, although it was statistically insignificant to employees' innovation capacity. Furthermore, the findings revealed that organizational citizenship behaviour played a moderating role by positively and significantly influencing the relationship between HRIS usage and employees' innovation capacity, as well as the relationship between knowledge-sharing behaviour and employees' innovation capacity. The study provides valuable insights for management leaders and practitioners, highlighting the importance of leveraging employees' creative capabilities. It suggests that top management should act to foster a positive attitude towards employees' innovation capacity through the proper usage of HRIS and encouragement of knowledge-sharing behaviour over time. The findings of this study offer a model that can guide management in promoting a culture of innovation within organizations.

In their paper, Quaosar and Rahman (2021) explore the role of Human Resource Management (HRM) in the 21st century, which has shifted from traditional personnel management to a more strategic approach. They highlight the integration of HRM

and Information Systems (IS) by utilizing Human Resource Information Systems (HRIS). HRIS is documented as a modern HR tool that has gained popularity in developed countries since the early 2000s. However, its adoption and usage in developing countries like Bangladesh have been limited to a few medium to large-sized organizations. The primary objective of this research is to identify the applications of HRIS in various businesses and examine their outcomes. The study also aims to provide valuable insights into the significant barriers to adopting HRIS in developing countries.

Additionally, the authors discuss the importance of knowledge acquisition related to HRIS and its potential to facilitate decision-making processes for its extension. This empirical study contributes to understanding HRIS adoption and usage in developing countries. By analyzing the applications, outcomes, and challenges of HRIS implementation, the authors shed light on the current state of HRIS in these contexts. The findings of this research provide helpful information for organizations considering the adoption of HRIS and offer guidance for addressing the barriers associated with its implementation.

John and Mwalimu (2019) conducted an empirical study to examine the influence of HRIS knowledge on organizational decision processes in the manufacturing industry. The researchers employed a mixed-methods research design, collecting data from employees working in various manufacturing companies in Tanzania. The sample consisted of 250 participants who completed surveys, and a subset of participants also participated in interviews. The collected data were analyzed using statistical

techniques and thematic analysis. The study's findings indicated that employees' HRIS knowledge positively and significantly impacted organizational decision processes. Higher levels of HRIS knowledge were associated with improved decision-making outcomes regarding accuracy, timeliness, and effectiveness. These findings suggest that promoting HRIS knowledge among employees can enhance decision-making capabilities within Tanzanian manufacturing companies. The implications of this study emphasize the importance of investing in training programs and providing continuous support to employees to improve their proficiency in using HRIS for decision-making. By equipping employees with the necessary knowledge and skills, organizations in the manufacturing industry can improve their decision-making processes and ultimately achieve better outcomes.

In their study, Asiya, Kazmi and MarjaNaaranoja (2014) propose an evaluation of how knowledge was effectively managed in a small business scenario where information is scattered across different work locations. The authors explore how management can strategically organize and utilize a viable data resource as an existing knowledge base to be retrieved when needed. Using the example of Medicare Hospital, they aim to demonstrate the positive effects of implementing a knowledge management technique, specifically a Human Resource Information System (HRIS), within an organizational setting. The study emphasizes the importance of implementing an HRIS to streamline data storage, eliminate redundant organizational activities, prevent duplication of knowledge collection, and reduce excessive storage of record-keeping work processes. The authors argue that by leveraging information and communication technologies (ICT) and HRIS,

organizations can gain control over their existing work knowledge, improving speed, efficiency, economy, and accuracy in crucial decision-making processes. This, in turn, supports sustainable corporate competitiveness. The study's findings confirm the value and effectiveness of HRIS as a knowledge management solution. By implementing an HRIS, organizations can optimize their information resources, enhance data storage practices, and facilitate better strategic decision-making aligned with long-term corporate competitiveness.

According to Govender, Perumal, and Perumal (2018), knowledge management plays a crucial role as a strategic tool for human resource management (HRM) in higher education institutions (HEIs). Their empirical review, conducted through a cross-sectional survey of 91 human resource practitioners from selected HEIs in South Africa, Mauritius, and India, explores various dimensions of knowledge management within HEIs. The study examines organizational culture, performance, technology, management support, and alignment with the institution's mission and vision. The findings indicate similarities and variations in perceptions among respondents from different countries regarding factors influencing knowledge generation, sharing, and transfer. The study highlights the significance of integrating HRM and knowledge management strategies in HEIs, emphasizing the need for alignment with strategic objectives, particularly in South Africa.

2.4.3 The influence of HRIS ease of use on effective decision making

In their study, Fobang et al. (2017) focused on the acceptance and use of Human Resources Information Systems (HRIS) within Cameroonian organizations and its

impact on organizational performance. The research identifies key factors contributing to the adoption and utilization of HRIS, drawing on existing literature and survey data. The authors surveyed a dozen HR Managers and 258 HR employees, and the collected data were analyzed using SmartPLS 3.2.4. Their findings revealed that the system's quality was the sole predictor of HRIS adoption. Additionally, the study highlighted that acceptance, use, and user satisfaction significantly influenced organizational performance.

Interestingly, their research contradicted previous conclusions, as it revealed that HRIS was not effectively implemented within firms in Cameroon. The authors emphasized the importance of practitioners, particularly SMEs, developing this system to compete globally and leverage its advantages effectively. They suggested that future research should consider incorporating perspectives from business/functional managers and end-users and exploring moderating variables such as age, gender, and education to provide a more comprehensive explanation of organizational performance.

According to Yulianti and Pusparini (2020), this empirical review examines the impact of perceived usefulness and ease of use on affective commitment and actual usage of a flexible benefit system, focusing on the mediating role of individual absorptive capacity. The study, conducted in a banking industrial firm with 162 employees, utilizes the Technology Acceptance Model (TAM) and Structural Equation Modelling (SEM) to analyze questionnaire data. The findings reveal that individual absorptive capacity is a mediator between affective commitment and

actual usage of the flexible benefits system. The study also demonstrates a positive relationship between affective commitment and absorptive capacity, highlighting the influence of the flexible benefit program on employees' commitment to the organization.

Masanja et al. (2022) conducted an empirical study on the acceptance and utilization of HRIS within Tanzanian organizations and its impact on organizational judgment. The researchers utilized a mixed-methods approach, combining quantitative and qualitative methods to collect and analyze data. The study collected data from employees working in various organizations in Tanzania through surveys, and a subset of participants also participated in interviews and focus group discussions. The study's findings revealed that the ease of HRIS utilization significantly influenced organizational judgment. When employees perceived HRIS as easy to use, they were more likely to utilize it for decision-making purposes, leading to improved judgment outcomes. These findings suggest that enhancing the ease of use of HRIS can positively impact decision-making processes within Tanzanian organizations. The implications of this study emphasize the importance of organizations focusing on user-friendly HRIS interfaces. Additionally, providing training and support to employees and continuously assessing and improving the usability of HRIS, can maximize its impact on organizational judgment. By prioritizing these aspects, Tanzanian organizations can optimize their decision-making processes and achieve better judgment outcomes.

According to Sancoko et al. (2022), this empirical review examines the relationship between Human Resources Information System (HRIS) application and user

satisfaction in Indonesian public organizations in the security sector. The study applies the DeLone and McLean information system success model (ISSM) and employs a quantitative approach. The findings reveal that service quality (SQ) and information quality (QI) significantly influence user satisfaction. The coefficient value of service quality (0.313, $p < 0.05$) indicates the excellent service provided to HRIS users, supported by helpdesk support and training. The coefficient value of information quality is 0.186 ($p < 0.05$), confirming the positive influence of quality information generated by the HRIS on user satisfaction. However, concerns about the system's support network are raised. Overall, the study demonstrates the partial influence of service quality and information quality on user satisfaction in the context of HRIS in Indonesian public organizations in the security sector.

2.4.4 The influence of HRIS trust on effective decision making

Samy, Tarek, and Ismail (2023) investigate the mediating role of Human Resources Information Systems (HRIS) in the relationship between the TOE model and decision-making processes. Focusing on the higher education sector, specifically the Arab Academy for Science and Technology and Maritime Transport (AASTMT), the study employed an exploratory analysis using a questionnaire distributed to 400 employees, resulting in a high response rate of 97%. The findings reveal that most respondents expressed a neutral or consented opinion regarding the factors examined, indicating room for improvement in strengthening customer satisfaction and trust in HRIS products. This research aims to contribute to the existing knowledge base and enhance the quality of decision-making processes, ultimately improving overall job satisfaction.

According to Nguyen et al. (2013), this empirical review aims to highlight the significance of trust in technology management throughout all stages to enhance human resource management's efficiency, effectiveness, and performance. The paper proposes the concept and model of "HRIS-trust" for HRIS suppliers to engage potential customers. The study presents six propositions for the HRIS-Trust model. The findings underscore the importance of HRIS-Trust as a crucial determinant for managerial decision-making in implementing HRIS, leading to sustainable HRM performance. The paper emphasizes the need for HRIS suppliers and customers to understand and define the appropriate terminology of HRIS-trust for operational management systems. While the model is untested, further research is required to validate the authors' propositions. The study highlights the significance of trust in HRIS deployment and suggests that HRIS suppliers should focus on factors influencing trust in their products to enhance customer trust. This research contributes to the limited exploration of trust factors in HRIS, providing a novel definition and model of HRIS-Trust.

Mbise and Kiwia (2020) conducted an empirical study to explore the influence of HRIS trust on organizational decision-making in the public sector. The researchers employed a quantitative research design and collected data from employees working in various government departments in Tanzania through surveys. The sample size consisted of 400 participants who completed the survey questionnaire. The collected data were analyzed using statistical techniques. The study's findings indicated that employees' trust in HRIS significantly influenced organizational decision-making. Higher levels of trust in HRIS were associated with increased confidence in the

information provided by the system, leading to more effective decision-making outcomes. These findings suggest building trust in HRIS is crucial for promoting effective decision-making in Tanzanian public organizations. The implications of this study highlight the importance of public organizations focusing on transparency, data accuracy, and system security to enhance employees' trust in HRIS. Additionally, organizations should provide training and communication channels to address employees' concerns and ensure they have confidence in the information supplied by HRIS. By fostering trust in HRIS, public organizations in Tanzania can improve their decision-making processes and achieve better outcomes.

According to Hmoud and László (2020), this empirical review focuses on investigating the factors influencing the adoption of Artificial Intelligence (AI) in Human Resources Information Systems (HRIS) and its impact on HR leaders' intention to use it. The study examines the influences of trust, technological readiness, facilitating conditions, and performance expectancy on HR professionals' behavioural intention to use AI in HRM. It also explores the moderating effect of age and experience on these associations. Data were collected through an online questionnaire from 185 HR managers, and a structural framework was employed to analyze the relationships between the study variables. The results indicate that trust and performance expectancy significantly influence HR professionals' intention to use AI-HRIS, while trust and technological readiness significantly impact their performance expectancy. However, facilitating conditions, organizational size, and technological readiness do not considerably influence HR professionals' intention to use AI-HRIS. Age and experience do not moderate the associations between trust,

performance expectancy, and behavioural intention. These findings contribute to the theory development of information technology diffusion in HRM.

According to Nguyen (2015), this empirical review focuses on the perception and trust of Small and Medium Enterprises (SMEs) in Vietnam towards Human Resource Information Systems (HRIS) for sustainable Human Resource Management (HRM) performance. The study utilizes the DeltaQualTM research technique and conducts 10 In-Depth Interviews (IDIs) with high-profile respondents, including top managers of SMEs in Vietnam. The findings indicate that while the HRIS concept fulfilled the basic HRM needs, it lacked distinctiveness compared to other available HRIS products. The level of customer preference among SMEs was moderate, suggesting the need for more unique and compelling HRIS solutions. Customization options were valued by participants, emphasizing the importance of tailoring the system to specific business needs. The study highlights the significance of customization and calls for HRIS providers to differentiate their offerings to enhance SMEs' trust and preference towards HRIS. The findings provide valuable insights for HRIS providers and policymakers to promote adopting and successfully implementing HRIS among SMEs in Vietnam.

2.5 Research Gap

2.5.1 Theoretical Gap

The theoretical gap in the study on the influence of the Human Resource Information System (HRIS) on effective decision-making in local government authorities in Hanang District lies in the limited consideration of social and contextual factors

within the Technology Acceptance Model (TAM). While TAM has been widely used to understand technology acceptance and usage, it primarily focuses on individual beliefs, attitudes, perceived usefulness, and ease of use, neglecting the influence of social influence and system quality (Venkatesh & Bala, 2008). By ignoring these social and contextual factors, TAM fails to fully capture the complex dynamics of technology adoption and usage, particularly in organizational contexts where social and contextual factors play significant roles. In the specific context of HRIS adoption and decision-making in local government authorities in Hanang District, the influence of social factors such as organizational culture, leadership support, and peer influence, as well as contextual factors such as infrastructure availability and technological readiness, are crucial in understanding the adoption and effective utilization of HRIS.

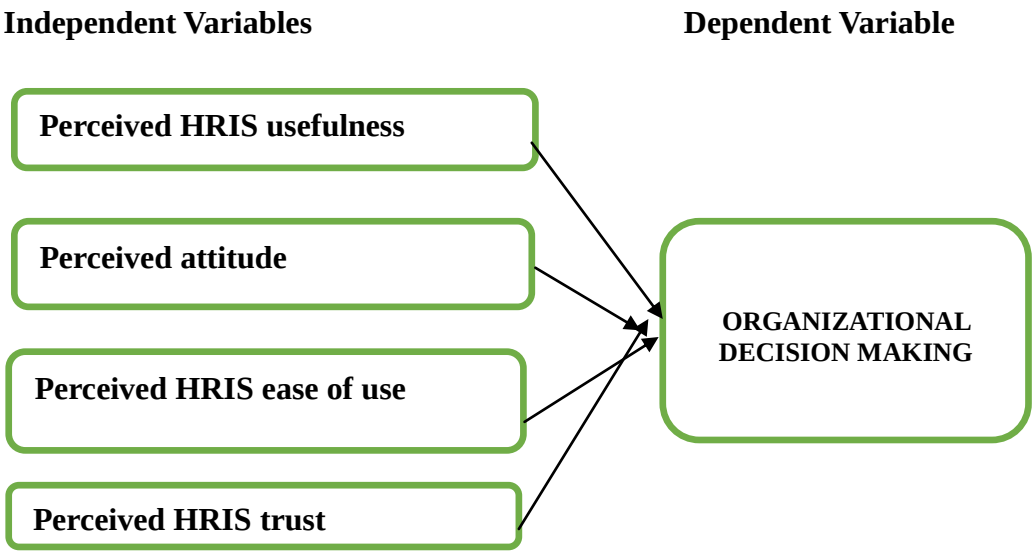
2.5.2 Empirical Gap

While previous studies (Samy, Tarek, and Ismail, 2023; Yulianti and Pusparini, 2020; John and Mwalimu, 2019; Madiha et al., 2021) have shown that HRIS usefulness, attitude, ease of use, and trust can all influence organizational decision making, there is still a gap in the literature regarding the mediating role of individual absorptive capacity in the relationship between these factors and decision making. The mediating part of individual absorptive capacity suggests that the relationship between HRIS usefulness, attitude, ease of use, and trust in organizational decision-making is not direct but mediated by individual absorptive capacity. Further research is needed to investigate the mediating role of individual absorptive capacity in the relationship between HRIS and organizational decision-making.

2.5.3 Contextual Gap

One significant contextual gap in understanding HRIS adoption in decision-making processes is the limited research conducted in specific organizational contexts, such as developing countries or higher education institutions. The existing literature (Quaosar, 2017; Al-Hujran and Abu-Shanab, 2016; Mahama and Yawson, 2017) primarily focuses on HRIS adoption and usage in developed countries or general organizational settings, overlooking the unique challenges and dynamics present in these specific contexts. In developing countries, such as Bangladesh, organizations have low adoption and usage of HRIS (Quaosar & Rahman, 2021). However, there is a lack of research examining the specific approaches and practices that effectively integrate HRM and knowledge management in HEIs. This contextual gap limits our understanding of how HEIs can leverage knowledge management to enhance effective decision-making processes and achieve strategic goals.

Figure 2.1 Conceptual Framework



Source: Adopted from TAM, 1989

2.6 Research Hypotheses

i. There is no significant relationship between HRIS usefulness and effective decision-making at the Hanang District Council.

ii. There is no significant relationship between Attitudes and effective decision-making at the Hanang District Council.

iii. There is no significant relationship between HRIS ease of use and effective decision-making at the Hanang District Council.

iv. There is no significant relationship between HRIS trust and effective decision-making at the Hanang District Council.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter discusses the methods for collecting and analyzing data in this study. Moreover, the justification of the methodology chosen is explicitly described on the research design, area of study, population, sample size, sampling and sampling procedures, variables and measurements, data collection instruments and analysis undertaken over the studied phenomenon.

3.2 Research Philosophy

This study used a positivity research paradigm. The positivism paradigm is a research paradigm that seeks to establish a causal relationship between variables through the collection and analysis of quantitative data. It assumes that objective reliability exists and that it can be measured and studied through scientific methods (Bryman, 2016). Positivism philosophical assumption was adopted because this Philosophy believes that, in learning about truth, only science is the cornerstone of understanding the world (Fisher, 2010). In positivism, the researcher's duty is to conduct the research by collecting and objectively analyzing the data. Thus, the findings of the study should be observable and quantifiable. It assumes that observation and practical reasoning are effective tools in human behaviour understanding. Positivism relies on the power of science and rational thought to manipulate the world (Fisher, 2010). Positivism believes that accurate and value-free knowledge is possible. It also assumes that learning is enhanced by using

measurements (that research is an exact science). Another reason for adopting positivism in this study is that it adheres to scientific methods and systematic means of generating knowledge, accompanied by measurable criteria describing the parameters and their relationships. Therefore, the objectives of the study are answered by the positivism stance.

3.3 Research Approach

Research approaches can be inductive and deductive (Kothari and Garg, 2014). Inductive methods start from specific to general guidelines. Arguments based on observation are regarded as induction, and arguments based on theories, rules and principles are considered deductive reasoning approaches. This study used a reasoned research approach. The researcher selected this technique since it helped to quantify and test hypotheses in arriving at the findings on understanding the effects of management control systems on employee performance, which is necessary for drawing statistical inferences; the use of a quantitative approach also allows for the generalization of findings to a larger population beyond the study sample (Hug & Dewan, 2021). Also, the researcher used the technique since it can help validate the findings and establish the reliability of the study.

3.4 Research Design and Strategy

This study utilized an explanatory research design, which is also referred to as a causal research design. An explanatory research design aims to investigate cause-and-effect relationships between variables. It seeks to understand how independent variables influence dependent variables and uncover the underlying mechanisms or

explanations for these relationships (Hair et al., 2019). The primary objective of an explanatory research design is to determine whether changes in the independent variables lead to changes in the dependent variables and provide insights into the reasons behind this relationship. Although explanatory research designs often involve controlled settings or specific populations, the insights gained from these studies can contribute to broader knowledge and inform decision-making in similar contexts. The rigorous examination of causal relationships allows for the generalizability of findings to other settings and populations.

In this study, the explanatory research design involved manipulating or controlling the independent variable(s) and observing their effects on the dependent variable(s) while considering other potential factors that may influence the outcomes. This design enables researchers to draw conclusions about causality and make inferences about the causal relationships between variables.

3.4.1 Area of the Study

The reasons behind the study area selection focused on the fact that Hanang District represents a specific context within the broader scope of LGAs in Tanzania. Decision-making processes in LGAs often face unique challenges, and studying the Hanang District allows for a detailed examination of the specific factors and dynamics at play in this context. Also, the Hanang District can serve as a representative sample of LGAs in the Manyara Region or even Tanzania. This is evident in recent studies conducted in Tanzania; Matimbwa et al. (2020) found that 60% of HR managers in Local Government Authorities in Tanzania believe that their

HRIS is ineffective. Additionally, the study (Chinyuka, 2018) found that 20% of employees in Local Government Authorities have had difficulty accessing information about their performance reviews or other HR-related matters. However, in Hanang District, this is still a question.

3.4.2 Population of the Study

The study population is the complete set (objects and persons) with some mutual characteristics considering the criteria established by the researcher (Msabila &Nalaila, 2013). The number of employees from various departments and units at Hanang District Council is 2448. The sampling frame included the employees from the departments and divisions including Administration, Finance and Accounts Unit, Internal Audit Unit, Procurement Management Unit, Information Communication Technology Unit, Legal Services Unit, Planning and Coordination, Planning and Coordination, Planning and Coordination, Community Development, Infrastructure, Rural and Urban Development, Pre-Primary and Primary Education, Secondary Education, Natural Resources and Environment Conservation Unit, Health, Social Welfare and Nutrition Services, Agriculture, Livestock and Fisheries and Industry, Trade and Investment.

Table 3.1 Target Population

N/S	DEPARTMENT NAMES	NUMBER OF EMPLOYEES
2	Finance and Accounts Unit	13
3	Internal Audit Unit	2
4	Procurement Management Unit	5
5	Information Communication Technology Unit	1
6	Legal Services Unit	1
7	Planning and Coordination	4
8	Community Development	15
9	Infrastructure, Rural and Urban Development	4
10	Pre-Primary and Primary Education	1200
11	Secondary Education	574
12	Natural Resources and Environment Conservation Unit	10
13	Health, Social Welfare and Nutrition Services	420
14	Agriculture, Livestock and Fisheries	60
15	Industry, Trade and Investment	1
	TOTAL	**2448**

Source: Hanang District council, 2023

3.4.3 Sample and Sampling Techniques

3.4.4 Stratified Sampling Technique

The study utilized a non-proportional stratified simple random sampling technique to achieve its research objectives. This approach was necessary due to the specific nature of the goals and the need to obtain representative samples from different employee groups within departments, which were treated as separate strata. Each stratum consists of individuals with similar characteristics that distinguish them from other groups. To collect data using this technique, the researcher identified the study population as the organization's employees. From each stratum, a sample size of 344 employees was selected using simple random sampling techniques.

The use of non-proportional stratified sampling in this study offers several benefits. Firstly, it increases the precision of estimates by ensuring that each population

subgroup is adequately represented in the sample. The study can obtain more accurate and reliable results for each group by dividing the population into strata based on relevant characteristics. Additionally, stratified sampling can be more efficient than other sampling methods, as it reduces the number of individuals that need to be sampled while maintaining a desired level of precision. This can save time and resources during the data collection process.

Furthermore, stratified sampling helps minimize bias from over- or under-representing specific subgroups within the population. By selecting samples from each stratum, the study aims to capture the unique characteristics and perspectives of different employee groups, thus enhancing the Validity and generalizability of the findings.

Lastly, stratified sampling enables researchers to compare results across different population subgroups. By analyzing data separately for each stratum, the study can identify variations, similarities, and trends within and between employee groups, providing valuable insights into the influence of Human Resource Management Systems on decision-making across various departments.

3.4.5 Sample Frame and Sample Size

A sampling frame is a list containing information used to identify a specific group of individuals selected as a representative sample for statistical analysis. The sampling frame typically consists of unique identification numbers assigned to each individual and additional data describing their characteristics. This data allows for efficient

analysis and enables researchers to create subgroups within the sample for more detailed investigation.

The researcher used a sample of 344 employees from the Hanang District Council, which was used to represent the entire population to make the best use of the time available to extract information relevant to the study. The study adopts the formula of Yamane (1967), as shown in the equation below, to determine the sample size of the research respondents with a confidence level of 95% and a margin of error of 5% (0.05); the formula is expressed as hereunder;

$$n = \frac{N}{1 + N(e)^2}$$

Where n= is the required number of samples

N = Total population (2448) and

e = Error tolerance (level) or margin of error (0.05)

From that point of view, the sample size is derived as follows;

$$n = \frac{2448}{1 + 2448(0.05)^2}$$

$$n = 343.82 = 344$$

Thus, the researcher used a sample of 344 employees from various departments. 17 from Administration, 13 from the Finance and Accounts Unit, two from the Internal Audit Unit, one from the Procurement Management Unit, one from Information Communication Technology Unit, one from Legal Services Unit, 1 from Planning and Coordination, two from Community Development, one from Infrastructure, Rural and Urban Development, 2167 from Pre-Primary and Primary Education, 80 from secondary education, 1 from Natural Resources and Environment Conservation

Unit, 58 from Health, Social Welfare and Nutrition Services, 7 from Agriculture, Livestock and Fisheries and 1 from Industry, Trade and Investment.

Table 3.2 Sample Size

N/S	**Department Names**	**Number of Employees**	**Sample Size**
1	Administration	138	17
2	Finance and Accounts Unit	13	2
3	Internal Audit Unit	2	3
4	Procurement Management Unit	5	1
5	Information Communication Technology Unit	1	1
6	Legal Services Unit	1	1
7	Planning and Coordination	4	1
8	Community Development	15	2
9	Infrastructure, Rural and Urban Development	4	1
10	Pre-Primary and Primary Education	1200	167
11	Secondary Education	574	80
12	Natural Resources and Environment Conservation Unit	10	1
13	Health, Social Welfare and Nutrition Services	420	58
14	Agriculture, Livestock and Fisheries	60	7
15	Industry, Trade and Investment	1	1
	TOTAL	**2448**	**344**

Source: Field Data, 2023

3.5 Data Collection

Various data-gathering approaches were employed to get trustworthy and relevant data for this project. Utilizing different data-gathering techniques and sources allows for the inclusion of multiple interpretations and meanings in the data analysis, which also raises the trustworthiness of the results. Data collection methods can be primary or secondary (Yin, 2018). To collect information that helps answer the questions, the researcher has posed Questionnaires to achieve the research's objectives.

3.5.1 Tools for Data collections

3.5.1.1 Questionnaire

The study utilized the questionnaire method to collect data from employees at Hanang District Council. The questionnaires consisted of closed-ended, semi-structured questions. Three hundred forty-four questionnaires were distributed equally among employees from various departments and units within the council. The researcher chose the questionnaire method because it can efficiently gather data from many respondents.

Using questionnaires allows for the collection of accurate information, as respondents have the freedom to answer the questions with minimal supervision. Ethical considerations have been considered when preparing the questionnaire, ensuring the questions are appropriate and respectful. Additionally, the questionnaire method is cost-effective, quick, and efficient in gathering information from many respondents. It provides a standardized approach to data collection, making it easier to analyze and compare responses.

3.6 Data Analysis

In this study, quantitative data was collected and analyzed using SPSS (Statistical Package for the Social Sciences). The data was represented numerically, allowing for statistical analysis. The analysis involved creating tables to display the frequency of occurrence of different variables and using statistical techniques to examine relationships between variables, starting from simple models and progressing to more complex ones.

The collected data is organized, edited, summarized, and tabulated to ensure consistency and uniformity in the analysis. This process involved grouping and coding the data in a format suitable for analysis using SPSS version 26. By computing frequencies and percentages, the study provided a clear and comprehensive understanding of the data, allowing for meaningful insights and conclusions.

3.6.1 Descriptive Analysis

The descriptive analysis focused on presenting the tabulated variables of the study using means and standard deviations.

3.7 Inferential Analysis

The information concerning the nature of the connection between the independent and dependent variables was subjected to factor analysis, regression analysis, and correlation analysis, respectively. The usefulness of the data for further examination was evaluated using factor analysis, and adequate sampling was determined using this method. A factor analysis with varimax rotation and an unconstrained number of components produced scores that characterize the elements influencing decision-making. It is determined that a variable contributed to a given factor if its factor loadings are greater than or equal to 0.5. An examination of the link between the three factors and employee performance as an outcome was carried out using a multiple-regression analysis. Bartlett's test of sphere city and Measure of Sampling Adequacy (MSA) was carried out to guarantee that a prerequisite for factor analysis is satisfied. To determine dependability, Cronbach's alpha coefficients were

computed. Consequently, the study used the relationship between a single dependent variable and several independent variables. The objective of multiple regression analysis is to use the independent variables whose values are known to predict the value of the single dependent value. The relationship and its estimation between dependent variables and independent variables can be shown in multiple regression models.

The model that was used in this study is shown in the form of a general linear regression as follows:

$$Y_i = \beta_0 + \beta_i X_{1i} + \beta_i X_{2i} + .. + \beta_k X_k + u_i \quad \text{..... (1)}$$

Whereby,

Y_i = Dependent/outcome variables

β = regression coefficient that describes the changes in the dependent variable caused by explanatory variables.

$X's$ = Independent/ explanatory variables

u_i= Regression errors term or random errors

i^{th} and k^{th} is the number of observation and parameter to be estimated, respectively

In a multiple regression model, the overall employee performance was treated as the dependent variable, and five extracted dimensions were used as independent variables to analyst the relationship between the two for each of the study's hypotheses that were put through the 95% confidence interval test. Multiple regressions were used to develop the following model to investigate the influence of independent variables on dependent variables.

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \mu_i \ldots\ldots\ldots\ldots \quad (2)$$

Where:

Y= Organizational Decision Making

β_0 =Constant

X_1-Perceived HRIS usefulness, X_2-Perceived HRIS attitude, X_3-Perceived HRIS ease of use, X_{4}-Perceived HRIS trust

The multiple linear regression assumes that the relationship between the independent and dependent variables is linear and homoscedasticity, which implies that the variance of the residual is constant across all levels of the independent variables and assumes no-perfect Multicollinearity and normality. Based on these assumptions, the following tests were considered to ensure the model's fitness and error-free.

3.7.1 Assumption of using Multiple Regression Model

For further analysis and reporting of results, the study adhered to the needed assumptions on multivariate analysis, particularly the regression analysis.

3.7.1.1 Linearity

A linear relationship must exist between a dependent variable (outcome) and independent variables (predictor variables). This was tested using scatter plots, which plot the dependent variables on the y-axis and the independent variables on the x-axis. Linearity exists when the graph has a linear distribution of observations.

3.7.1.2 Absence of Multicollinearity

The researcher used the Variance Inflation Factor (VIF) and the Level of Tolerance to look for the absence of an interrelationship between independent variables in the study (Daoud, 2018). The analysis found that VIF was below five and the tolerance level was above 0.2 (acceptable ranges are from 0 to 1), which shows evidence of the absence of multicollinearity.

3.7.1.3 Homoscedasticity of Variances

This was observed using the plots of standardized values predicted by the model against the standardized residuals observed.

3.7.1.4 Residuals are Normally Distributed

The assumption is valid if the dots lie on or very close to the diagonal line, which implies that the residual is normally distributed.

3.7.2 Variables and Measurement Procedures

Table 3.3 Measurement of Variables

Construct	Scale adopted	Type of scale	Source
Decision making (Dependent variable)	5=Very dissatisfied 4= Dissatisfied 3= Neutral 2=Satisfied 1= Very satisfied	Ordinal	Masanja et al. (2022)
			Fobang et al. (2017)
Perceived Usefulness (Independent variable)	5=Strongly Disagree 4= Disagree 3= Neutral 2=Agree 1=Strongly Agree	Ordinal	
			Johnson et al. (2020) Mushi and Nyandoro (2021)
Attitude (Independent variable)	5=Strongly Disagree 4= Disagree 3= Neutral 2=Agree 1=Strongly Agree	Ordinal	Madiha et al. (2021) John and Mwalimu (2019)
Perceived Ease of Use (Independent variable)	5=Strongly Disagree 4= Disagree 3= Neutral 2=Agree 1=Strongly Agree	Ordinal	Fobang et al. (2017) Masanja et al. (2022
Perceived Trust	5=Strongly Disagree	Ordinal	
(Independent variable)	4= Disagree 3= Neutral 2=Agree 1=Strongly Agree		Nguyen et al. (2013); Mbise and Kiwia (2020); Hmoud and László (2020)

3.8 Data Cleaning and Processing

Data cleaning and processing is a critical step in research that involves identifying and rectifying errors, inconsistencies, missing values, and outliers in the collected data.

3.9 Validity and Reliability

3.9.1 Validity

3.9.1.1 Content Validity

In this study, 50 respondents who are employees from Hanang were included in the pilot study, which conforms with the survey done by Mahama and Yawson (2017) on challenges of HRIS implementation in Ghanaian organizations and Kumar et al. (2013), who used the pilot study in examining the factors that influence the adoption of HRIS in Indian Organizations, whereby the average sample on the pilot study was ranging from 40 to 51.

3.9.1.2 Construct Validity

Refers to demonstrating the research instruments to assess the intended constructs (Kothari and Garg, 2014). To have an adequate measure of construct validity. Factors analysis was applied to reduce unnecessary explanations of the studied constructs and maintain the necessary descriptions. The construct validity was tested using the Exploratory Factor Analysis (EFA) and performed with the assistance of the Statistical Package for Social Science software (SPSS) version 26.

3.9.1.3 Criterion Validity

Criterion validity, sometimes referred to as predictive Validity, refers to the way research instruments are tested with other measures and give out similar outcomes (Saunders *et al.*,.2012). The higher the correlation between the research instruments and the outside measures, the better the positive relationships. Therefore, the study instruments were assessed on their Validity and the value of the correlations with the

study outcomes by ensuring that the survey used relevant literature about the studied phenomenon.

3.9.2 Reliability

Reliability refers to consistent results from experiments, observable behaviours, tests, or measuring procedures when repeated multiple times. In the data analysis process, researchers need to ensure the questionnaires in the study produce consistent and reliable results. Cronbach's Alpha was utilised to assess the internal consistency and reliability of the questionnaire items representing a single construct. Cronbach's Alpha is a reliability indicator that assumes all items or questions are equally reliable. A minimum value of 0.7 was typically used as a cutoff point for the alpha coefficient to establish satisfactory reliability (Geffen et al., 2000; Rajasekar, 2014). In this study, all the variables demonstrated Cronbach's Alpha values above 0.7, indicating they are reliable and suitable for the intended model.

Table 3.4 Item-Total Statistics

Construct	Items Retained	Cronbach Alpha	Remarks
Perceived HRIS usefulness	USF1, USF2, USF3	0.894	Adequate reliability
Perceived attitude	ATT1, ATT3, ATT6	0.893	Adequate reliability
Perceived HRIS ease of use	EOU4, EOU6	0.895	Adequate reliability
Perceived HRIS trust	TST1, TST2, TST3	0.894	Adequate reliability
Effective Decision Making	DM2, DM4, DM6	0.894	Adequate reliability
Total		0.894	Adequate reliability

Source: Data Analysis, 2023

3.10 Ethical Considerations

Ethics is a crucial aspect of any research study, and this study adhered to scientific ethics and principles. Saunders et al. (2012) emphasise the importance of ensuring ethical considerations are met. In this study, ethical guidelines were followed to conduct the research ethically. Before data collection, the researcher informed the respondents about the survey, its significance, and the purpose of the information they were asked to provide. In addition to seeking respondents' consent, the researcher assured them of the confidentiality of the information they provided. In this study, the respondents' privacy and personal information was protected, and the researcher ensured that personal data remained confidential and undisclosed.

CHAPTER FOUR

STUDY FINDINGS

4.1 Introduction

This chapter presents the demographic characteristics of the respondents and data analysis as per the requirement of the study objectives. This chapter covers findings based on four (4) specific objectives.

4.2 Demographic Characteristics of the Respondents

The demographic characteristics involve information on the age, gender, level of education, and working experience of the respondents included in the study. The results in Table 4.1 display the distribution of participants ages participated in the study. The findings show that a significant portion of respondents, 152(44.2%), fall within the age range of 32 to 38 years, indicating a substantial representation of mid-career professionals with significant experience. The second most prominent group comprises individuals aged 25 to 31 years 79 (23.0%), providing a perspective from early-careerParticipants aged 18 to 24 years 59 (17.2%) signify Moreover, individuals aged 39 years and above 54 (15.7%) contribute a seasoned perspective, offering insights into HRIS trends and decision-making from a senior and experienced vantage point. This diverse age distribution enriches the study's findings, incorporating a broad spectrum of experiences and viewpoints that enhance our understanding of HRIS influence on decision-making processes in the local government context of Hanang District.

The results in Table 4.1 illustrate the gender distribution among respondents. The data shows that the surveyed respondents' majority were male, making up 190

(55.2%) of the total respondents, while female respondents constitute 154(44.8%). This indicates a gender disparity within the study, potentially reflecting varying levels of participation or representation of male and female employees in local government authorities. To ensure a more comprehensive analysis of HRIS's influence on effective decision-making, future research should strive for equal gender representation, allowing for a deeper understanding of how gender may influence perspectives and experiences related to HRIS in the context of local government authorities. A more balanced gender representation will contribute to a more inclusive and insightful study.

The results in Table 4.1 delineate the distribution of education levels among participants in the study. The findings show that most respondents hold a Bachelor's Degree, comprising 156(45.3%) of the total, reflecting a substantial presence of individuals with undergraduate education and potentially a well-informed perspective. The second largest group consists of individuals with a Diploma/Advanced Diploma, constituting 125(36.3%) respondents, indicating a significant representation of individuals with specialized training beyond high school but below the Bachelor's level. Those with a Certificate form 56(16.3%) of the total indicate a distinct group with vocational or short-term training. A smaller proportion of respondents, 7(2.0%) possess a Master's Degree, implying a limited presence of postgraduate degree holders in the study. Tailoring HRIS training and initiatives to accommodate this diverse educational spectrum is essential, ensuring inclusivity and effective utilization of HRIS in effective decision-making processes within the local government context of the Hanang District. Continuous learning opportunities and

knowledge-sharing initiatives should be promoted, and future research could involve and engage individuals with higher academic qualifications to enrich insights and understanding of HRIS impacts.

The results in Table 4.1 delineate the distribution of respondents' working experience in Hanang District. The findings portray a varied range of working experiences among the participants. A notable proportion of respondents (34.0%) have 11-20 years of experience, suggesting a significant representation of mid-career professionals. Additionally, 25.6% of respondents fall within the 21-30 years of experience range, indicating another group with considerable tenure. Those with 0-10 years and 31-40 years of experience make up 25.3% and 15.1%, respectively. This diversity in experience levels among the respondents underscores the importance of considering a broad spectrum of professional backgrounds in understanding the impact of HRIS on effective decision-making. The findings imply that the study's assessment of HRIS influence should account for this varied experience, recognizing potential differences in perceptions and utilization of HRIS based on the stage of one's career.

Table 4.1 Demographic Characteristics of the Respondents

Variables		Frequency	Per cent
	Age of respondents		
	18 - 24 years	59	17.2
	25 - 31 years	79	23.0
	32 - 38 years	152	44.2
	39+ years	54	15.7
	Gender of respondents		
	Male	190	55.2
	Female	154	44.8
	Education level		
	Certificate	56	16.3
	Diploma/advanced diploma	125	36.3
	Bachelor Degree	156	45.3
	Master's Degree	7	2.0
	Working experience		
	0-10 Years	87	25.3
	11-20 years	117	34.0
	21-30	88	25.6
	31-40	52	15.1

Source: Data Analysis, 2023

4.3 Descriptive Characteristics Results

Descriptive statistics encompass a toolkit of methods designed to illuminate the fundamental traits of a dataset, its central tendency, dispersion, and overall arrangement. These tools craft a concise narrative of the data, offering invaluable assistance in detecting trends and establishing meaningful connections. In this study, we diligently calculated the dataset's minimum, maximum, mean, and standard deviations, vividly showing its essential qualities.

4.3.1 Descriptive Statistics of HRIS Usefulness

The analysis of HRIS usefulness reveals valuable insights into its perceived impact within various organizational dimensions. A significant proportion of respondents,

39.2%, strongly agree that HRIS has a positive effect. The mean score of 4.0959 underscores the consensus that HRIS is instrumental in streamlining the decision-making process, making it more efficient and responsive. (39.8%) agree that HRIS improves the quality of information available for decisions, but a notable percentage (8.7%) strongly disagree, indicating some variation in perception. The mean score of 3.8140 signifies moderate agreement overall, suggesting that the quality of information provided by HRIS is perceived positively by many but not universally. In contrast, 43.6% of respondents strongly agree with this notion, resulting in a high mean score of 4.1279. 44.2% strongly agree that HRIS positively impacts the effectiveness of decision-making," reinforces the positive perception of HRIS in decision-making contexts, and the mean score of 4.1948 substantiates this consensus, affirming that HRIS has a favourable influence on the overall effectiveness of decisions made within the organization. 43% strongly agree that HRIS is valuable, and a significant proportion, 22.1%, strongly disagrees. The mean score of 3.5988 signifies a moderate level of agreement, implying that there may be room for improvement or clarification in this aspect. Moreover, 49.7% agree that HRIS helps improve job performance, and the mean score of 3.9884 reflects a relatively positive perception in this area.

Table 4.2 Descriptive Statistics of HRIS Usefulness

	1 Strongly Agree		2 Agree		3 Neutral		4 Disagree		5 Strongly Disagree		Mean	Std. Deviation
	f	%	f	%	f	%	f	%	f	%		
Using HRIS enhances the efficiency of decision-making	135	39.2	153	44	23	6.7	20	5.8	13	3.8	4.0959	1.01280
HRIS improves the quality of information	11	32.6	137	39.8	44	12.8	21	6.1	30	8.7	3.8140	1.20506
HRIS helps us make better-informed decisions.	150	43.6	125	36.3	42	12.2	17	4.9	10	2.9	4.1279	1.00200
HRIS positively impacts the effectiveness of our decision-making process.	152	44.2	135	39.2	36	10.5	14	4.1	7	2	4.1948	.92574
HRIS is valuable in supporting strategic decision-making.	148	43	80	23.3	22	6.4	18	5.2	76	22.1	3.5988	1.59321
HRIS helps improve my job performance	110	32	171	49.7	35	10.2	5	1.5	23	6.7	3.9884	1.04135

Source: Data Analysis, 2023

4.3.2 Descriptive Statistics of employee attitude on HRIS

The descriptive statistics reveal critical insights into employee attitudes towards HRIS (Human Resource Information System) and its role in decision-making. On average, the results showed that the majority of respondents, 79%, either "Strongly Agree" 36% or "Agree" 43%, have a positive attitude toward using HRIS in decision-making. The mean score for this statement is 3.968, indicating a relatively

high level of positive attitude. 76% either "Strongly Agree" 41.6% or "Agree" 34.3% that using HRIS makes decision-making more enjoyable. The mean score of 3.910 is relatively high, indicating a positive impact on the enjoyment of decision-making tasks. 30.8% Strongly Agree" or 41.3"Agree" with feeling enthusiastic about using HRIS for better decision-making. The mean score of 3.828 is again positive, indicating enthusiasm among employees. 77% either "Strongly Agree", 43% or "Agree", 34.3% that HRIS has streamlined their decision-making process. The mean score of 3.927 reflects a positive impact on decision-making efficiency. More than 75% of respondents either "Agree" 52.3% or "Strongly Agree" 23.5% that HRIS is essential for modern decision-making. The mean score of 3.738 indicates a positive perception of HRIS as a critical technology. 83.4% either "Strongly Agree" 39.2% or "Agree" 44.2% with HRIS empowering them to make data-driven decisions. The mean score of 4.090 is the highest among all statements, reflecting a solid belief in HRIS's empowerment.

Table 4.3 Descriptive Statistics of employee attitude on HRIS

	1 Strongly Agree		2 Agree		3 Neutral		4 Disagree		5 Strongly Disagree		Mean	Std. Deviation
	f	%	f	%	f	%	f	%	f	%		
Positive attitude towards using HRIS in decision-making.	124	36	148	43	30	8.7	21	6.1	21	6.1	3.9680	1.11529
Using HRIS makes decision-making tasks more enjoyable for me.	143	41.6	118	34.3	28	8.1	19	5.5	36	10.5	3.9099	1.28708
I feel enthusiastic about leveraging HRIS to make better decisions.	106	30.8	142	41.3	49	14.2	25	7.3	22	6.4	3.8285	1.13631
HRIS has streamlined my decision-making process, making it more efficient	148	43	118	34.3	19	5.5	23	6.7	36	10.5	3.9273	1.30170
HRIS as an essential technology for modern decision-making.	81	23.5	180	52.3	37	10.8	4	1.3	42	12.2	3.7384	1.19334
HRIS empower me to make data-driven decision with confidence	135	39.2	152	44.2	23	6.7	21	6.1	13	3.8	4.0901	1.01907

Source: Data Analysis, 2023

4.3.3 Descriptive Statistics of HRIS ease of use

The descriptive statistics in Table 4.7 showcasing employees' positive perceptions regarding the ease of use of HRIS (Human Resource Information System) have significant implications for effective decision-making at Hanang District Council. 45.6% of respondents strongly agreed, while 37.8% agreed that HRIS usage is easy. Furthermore, 9.9% disagreed or strongly disagreed, indicating that there is a minority with reservations about HRIS's ease of use. The mean for this statement is 4.0785, suggesting that opinions vary but tend towards a positive perception of ease of use. 16.3% of respondents disagreed, revealing a more substantial segment with reservations about the clarity and understandability of HRIS interaction. The mean for this statement is 3.9506, indicating a range of opinions leaning toward agreement. A combined 77.1% of respondents either strongly agreed or agreed that HRIS is user-friendly, a considerably positive perception. However, 21.6% of respondents disagreed, signifying a sizeable minority who do not find HRIS user-friendly. The mean for this statement is 3.94477, suggesting that opinions are somewhat spread out. 85.5% of respondents either strongly agreed or agreed that HRIS functionalities are easy to understand and use. Only 10.2% disagreed, showing a relatively small segment with reservations. The mean for this statement is 4.2297, indicating that opinions are more consistently positive. 81.1% of respondents either strongly agreed or agreed that HRIS is suitable for decision-making, suggesting a generally favourable perception. 13.1% of respondents disagreed, indicating a smaller but noteworthy segment with reservations. The mean for this statement is 3.9651, demonstrating moderate variability. 88.6% of respondents either strongly agreed or agreed that HRIS navigation is easy for decision-making, reflecting a strongly

positive perception. Only 8.9% of respondents disagreed, indicating a tiny segment with reservations. The mean for this statement is 4.1395, with a low standard deviation of 1.02917, suggesting that opinions are relatively consistent, with a strong tendency towards agreement.

Table 4.4 Descriptive Statistics of HRIS ease of use

	1 Strongly Agree		2 Agree		3 Neutral		4 Disagree		5 Strongly Disagree		Mean	Std. Deviation
	f	%	f	%	f	%	f	%	f	%		
I believe the use of HRIS is easy for me.	157	45.6	130	37.8	18	5.2	5	1.5	34	9.9	4.0785	1.20601
Interacting with HRIS would be clear and understandable	163	47.4	101	29.4	24	7.0	12	3.5	44	12.8	3.9506	1.35543
I find HRIS to be user-friendly.	133	38.7	132	38.4	38	11	9	2.6	32	9.3	3.94477	1.200037
HRIS functionalities are easy to understand and use.	187	54.4	107	31.1	15	4.4	12	3.5	23	6.7	4.2297	1.13114
It would be easy for me to use HRIS in decision-making	127	36.9	152	44.2	20	5.8	16	4.7	29	8.4	3.9651	1.17255
I believe navigation of HRIS would be easy for me in decision-making	137	39.8	168	48.8	11	32.6	6	1.7	22	6.4	4.1395	1.02917

Source: Data Analysis, 2023

4.3.4 Descriptive Statistics of Trust on HRIS

The descriptive statistics indicated in Table 4.8 reveal employees' trust in HRIS (Human Resource Information System) regarding decision-making. 83.7% of respondents either strongly agreed or agreed that they trust the accuracy and reliability of information provided by HRIS for decision-making. 72.4% of respondents agreed or agreed that HRIS consistently delivers reliable results and instils confidence in its usage. 80.0% of respondents either strongly agreed or agreed that they have faith in the security measures implemented in HRIS to protect sensitive data and information. 77.0% of respondents either strongly agreed or agreed that they believe HRIS ensures data confidentiality and makes them feel comfortable using it for decision-making. Approximately 66.8% of respondents expressed strong agreement or agreement in having a strong sense of trust in HRIS as a valuable tool for decision-making. 78.4% of respondents either strongly agreed or agreed that positive feedback and experiences had increased their trust in HRIS. The mean for this statement is 4.0378, reflecting a positive influence of feedback and experiences on trust in HRIS, with a standard deviation of 1.075, suggesting some variation in responses.

Table 4.5 Descriptive Statistics of Trust on HRIS

	1 Strongly Agree		2 Agree		3 Neutral		4 Disagree		5 Strongly Disagree		Mean	Std. Deviation
	f	%	f	%	f	%	f	%	f	%		
I trust the accuracy and reliability of information provided by HRIS for decision-making.	135	39.2	153	44.5	23	6.7	20	5.8	13	3.8	4.0959	1.012
HRIS has consistently demonstrated its capability to deliver reliable results	112	32.6	137	39.8	44	12.8	21	6.1	30	8.7	3.8140	1.205
I believe in the security measures implemented in HRIS to protect sensitive data and information.	150	43.6	125	36.3	42	12.2	17	4.9	10	2.9	4.1279	1.002
HRIS ensures the confidentiality of data, making me feel comfortable using it for decision-making tasks.	147	42.7	118	34.3	25	7.3	23	6.7	31	9	3.9506	1.257
I have developed a strong sense of trust in HRIS as a valuable tool for decision-making.	74	21.5	156	45.3	45	13.1	13	3.8	56	16.3	3.5203	1.318
Positive feedback and experience using HRIS have increased trust in the system.	135	39.2	135	39.2	48	14	4	1.2	22	6.4	4.0378	1.075

Source: Data Analysis, 2023

4.3.5 Descriptive Statistics of Effective Decision-Making

The descriptive statistics in Table 4.9 portray that employees believe that implementing HRIS enhances effective decision-making in local government

authorities. The results show that 54.1% of respondents either strongly agreed or agreed that implementing HRIS improves decision-making efficiency. 72.1% of respondents either strongly agreed or agreed that HRIS enhances the accuracy and reliability of decision-making. 75.9% of respondents either strongly agreed or agreed that they perceive HRIS as a valuable tool for effective decision-making. Approximately 72.1% of respondents either strongly agreed or agreed that HRIS facilitates better communication and collaboration among decision-makers. The results show that 52.6% of respondents either strongly agreed or agreed that they have confidence in HRIS's ability to provide timely and relevant decision-making information. However, a significant 32.8% expressed disagreement, indicating a substantial portion had reservations. The mean for this statement is 3.2209, suggesting a moderate confidence level in HRIS, with a relatively high standard deviation of 1.47398, implying a wide range of opinions. A significant 85.8% of respondents either strongly agreed or agreed that HRIS contributes to explicit and informed decision-making.

Table 4.6 Descriptive Statistics of Effective Decision-Making

	1 Strongly Agree	2 Agree	3 Neutral	4 Disagree	5 Strongly Disagree	1 Strongly Agree	2 Agree	3 Neutral	4 Disagree		Mean	Std. Deviation
	f	%	f	%	f	%	f	%	f	%		
Implementation of HRIS of improves the efficiency of decision-making in the local government authorities.	77	22.4	109	31.7	50	14.5	52	15.1	56	16.3	3.2878	1.39188
I find that HRIS enhances the accuracy and reliability of decision-making in the local government authorities.	106	30.8	142	41.3	49	14.2	25	7.37.3	22	6.4	3.8081	1.20898
I perceive the HRIS as a valuable tool in supporting effective decision-making in the local government authorities.	143	41.6	118	34.3	28	8.1	19	5.5	36	10.5	3.9099	1.28708

I find HRIS facilitates better communication and collaboration among decision-makers in the local government authorities.	106	30.8	142	41.3	49	14.2	25	7.3	22	6.4	3.8285	1.13631
I have confidence in the ability of HRIS to provide timely and relevant information for decision-making in the local government authorities.	82	23.8	99	28.8	50	14.5	39	11.3	74	21.5	3.2209	1.47398
I find that HRIS makes transpatransparent, informed decision-making	132	38.4	163	47.4	14	4.1	9	2.6	26	7.6	4.0640	1.09942

Source: Data Analysis, 2023

4.4 Correlation Analysis

Pearson correlation analysis is used to determine the relationship between variables. The researcher used bivariate correlation to establish whether there is a significant relationship between the dependent variable, i.e., organizational decision-making, and independent variables, i.e., perceived HRIS usefulness, perceived attitude, perceived ease of use, and perceived trust. The correlation coefficient, ranging from -1 to +1, provides insights into the relationship between variables in a linear model. A value of +1 indicates a perfect and positive relationship between the variables. Conversely, a matter of -1 signifies a perfect but negative relationship in a linear model. Finally, a value of 0 suggests no visible connection between the variables in the linear model (Mwangi, 2017).

The correlation analysis result in Table 4.9 revealed ($r=0.645^{**}$, $p=0.000<0.05$), which means a relatively strong positive and significant relationship exists between perceived usefulness and effective decision-making at Hanang District Council. The results also discovered ($r= 0.663$, $p=0.000<0.05$), which means a relatively meaningful solid relationship exists between perceived attitude toward HRIS and effective decision-making at Hanang District Council. Furthermore, the results depict ($r=0.569$, $p=0.000>0.05$), which means a relatively strong positive and significant relationship exists between perceived ease of use and effective decision-making at Hanang District Council. Table 4.9 shows the result of the correlation analysis. Moreover, the results show that ($r=0.409$, $p=0.000>0.05$), which means a positive and weak significant relationship exists between perceived HRIS trust and effective

decision-making at Hanang District Council. Table 4.9 shows the result of the correlation analysis.

Table 4.7 Correlation Analysis Results

		Perceived HRIS usefulness	Perceived attitude	Perceived HRIS ease of use	Perceived HRIS trust	Organizational Decision Making
Perceived HRIS usefulness	Pearson Correlation	1				
	Sig. (2-tailed)					
Perceived attitude	Pearson Correlation	.663**	1			
	Sig. (2-tailed)	.000				
Perceived HRIS ease of use	Pearson Correlation	.569**	.812**			
	Sig. (2-tailed)	.000	.000			
Perceived HRIS trust	Pearson Correlation	.409**	.761**	.620**	1	
	Sig. (2-tailed)	.000	.000	.000		
ORGANIZATIONAL DECISION MAKING	Pearson Correlation	.645**	.862**	.882**	.556**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Data Analysis, 2023

4.5 Inferential Analysis

To understand the connections between variables or distinctions among groups, researchers turn to inferential analysis (Mohajan, 2018; Raimundo et al., 2018). This analytical approach helps scrutinize the strength and correlation between variables while aligning with the study's objectives. Regression models were explicitly

employed in this investigation to delve into and establish the relationships between the variables.

4.5.1 Reliability Test

The study tested the reliability of eighteen (18) questionnaire items. The results showed a reliability value of 0.894, above the minimum acceptable level of 0.7, as Tavakol and Dennick (2011) recommended. It is also within the maximum permitted limit of 0.95 for Cronbach's Alpha value. These results are presented in Table 4.12.

Table 4.8 Item-Total Statistics

Construct	Items Retained	Cronbach Alpha	Remarks
Perceived HRIS usefulness	USF1, USF2, USF3	0.894	Adequate reliability
Perceived attitude	ATT1, ATT3, ATT6	0.893	Adequate reliability
Perceived HRIS ease of use	EOU4, EOU6	0.895	Adequate reliability
Perceived HRIS trust	TST1, TST2, TST3	0.894	Adequate reliability
Effective Decision Making	DM2, DM4, DM6	0.894	Adequate reliability

Source: Data Analysis, 2023

4.6 Analytical tests of variables

Before conducting multiple regression analyses, various diagnostic tests were performed to ensure adherence to regression assumptions as recommended by (Sounders, Lewis & Thornhill, 2012). These assumptions include the normal distribution of data (normality), the absence of correlation between independent variables (multicollinearity), and equal variance between independent and dependent

variables (homoscedasticity). This study confirmed adherence to these assumptions by conducting these tests.

4.6.1 Normality Test

The Kolmogorov-Smirnov and Shapiro-Wilk tests were conducted to assess the normality of the dependent variable, which is organizational decision-making. The normality test results indicated that the data for the organizational decision-making variable were normally distributed. This was evidenced by the p-values obtained from both the Kolmogorov-Smirnov and Shapiro-Wilk tests, which were less than the significance level ($\alpha = 0.05$), with values of 0.000. The results presented in Table 4.13 and Figure 4.1 below revealed that effective decision-making was normally distributed since data lies on the line of best fit.

Table 4.9 Kolmogorov-Smirnov and Shapiro-Wilk tests

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ORGANIZATIONAL DECISION MAKING	.176	344	.000	.844	344	.000
a. Lilliefors Significance Correction						

Source: Data Analysis, 2023

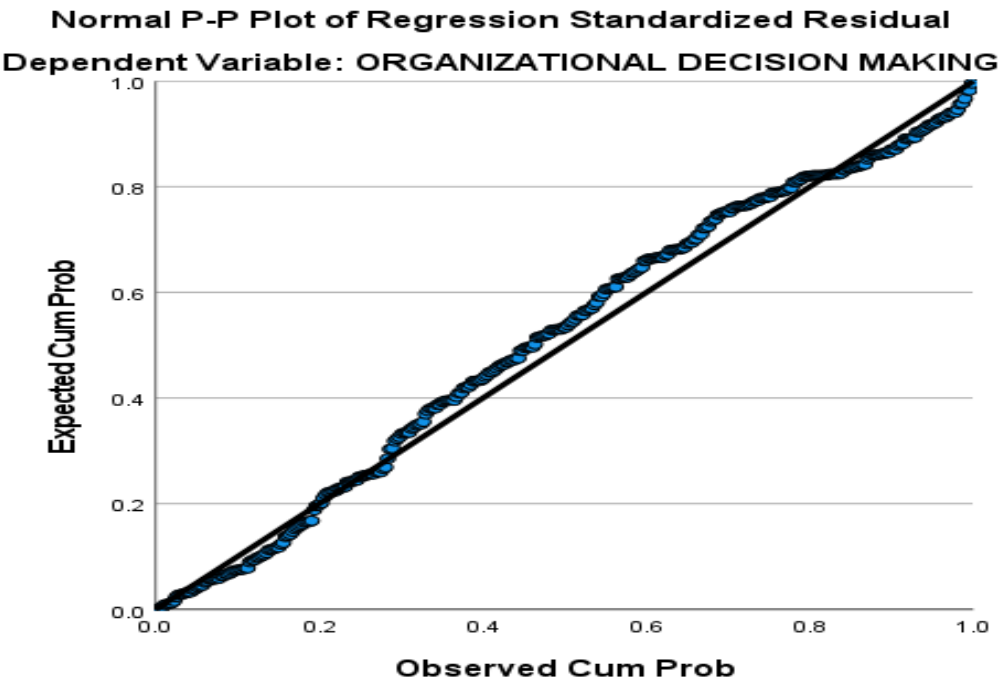


Figure 4.1 Normal Distribution Curve for Employee Performance

Source: Data Analysis, 2023

4.6.2 Multicollinearity

The Multicollinearity test was used to see whether there could be any correlations between the variables. Multicollinearity is a problem that can result in unstable and hard-to-interpret regression coefficients and can render significance tests invalid. This problem arises when two or more variables in the model are correlated and provide redundant information regarding the response (Wilson, 2014; Creswell, 2015). VIF analysis was employed in this study to examine the close relationship between variables and detect potential Multicollinearity in the regression model; with the VIF, a value more significant than five denotes that the variable is substantially linked with other explanatory factors (Kothari & Garg, 2014; Wilson, 2014; Gibson, 2017). Moreover, tolerance may be used to find Multicollinearity. The data are said

to encounter Multicollinearity if the tolerance value is less than 0.2 or 0.1. (Greene, 2012; Fuller, et.al, 2015).

The results from Table 4.14 below reveal that the VIF for Perceived HRIS usefulness is 1.864, for Perceived attitude is 5.363, and for Perceived HRIS ease of use is 2.951, Perceived HRIS trust is 2.467 their mean values are less than 5; this means that the value is not correlated and can fit for the regression model. Furthermore, Tolerance indicated that Perceived HRIS usefulness is 0.536, Perceived attitude is 0.186, and, for Perceived HRIS ease of use is 0.339, Perceived HRIS trust is 0.405, their mean values are more significant than 0.2; this means that the values are not correlated and can fit for the regression model.

Table 4.10 Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Perceived HRIS usefulness	0.536	1.864
	Perceived attitude	0.186	5.363
	Perceived HRIS ease of use	0.339	2.951
	Perceived HRIS trust	0.405	2.467
	Mean VIF	0.366	3.161

Source: Data Analysis, 2023

4.6.3 Heteroscedasticity

Heteroscedasticity refers to the absence of uniform error variance, which can happen when there is non-normal distribution of responses or when the error term has no constant variance (Creswell, 2014; Kothari & Garg, 2014). Since one of the basic

assumptions of regression is that the error term remains constant in all study observations, it's crucial to ensure that the variance of errors remains constant (homoscedasticity) among independent variables to produce consistent responses and achieve better outcomes (Greene, 2012). To check for heteroscedasticity in the independent variables, an ANOVA is therefore shown in Table 4.15. The findings conclude that there is no heteroscedasticity since the p-value of 0.130, more significant than 0.05, accepts the null hypothesis that there is no heteroscedasticity. Also, using graphical presentation, the absence/presence of heteroscedasticity can be revealed by looking at the data dispersion, which shows that the data lies along the line of best fit.

Table 4.11 ANOVA Test for Heteroscedasticity

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.236	4	.059	1.794	.130[b]
	Residual	11.140	339	.033		
	Total	11.376	343			
a. Dependent Variable: sqres						
b. Predictors: (Constant), Perceived HRIS trust, Perceived HRIS usefulness, Perceived HRIS ease of use, Perceived attitude						

Source: Data Analysis, 2023

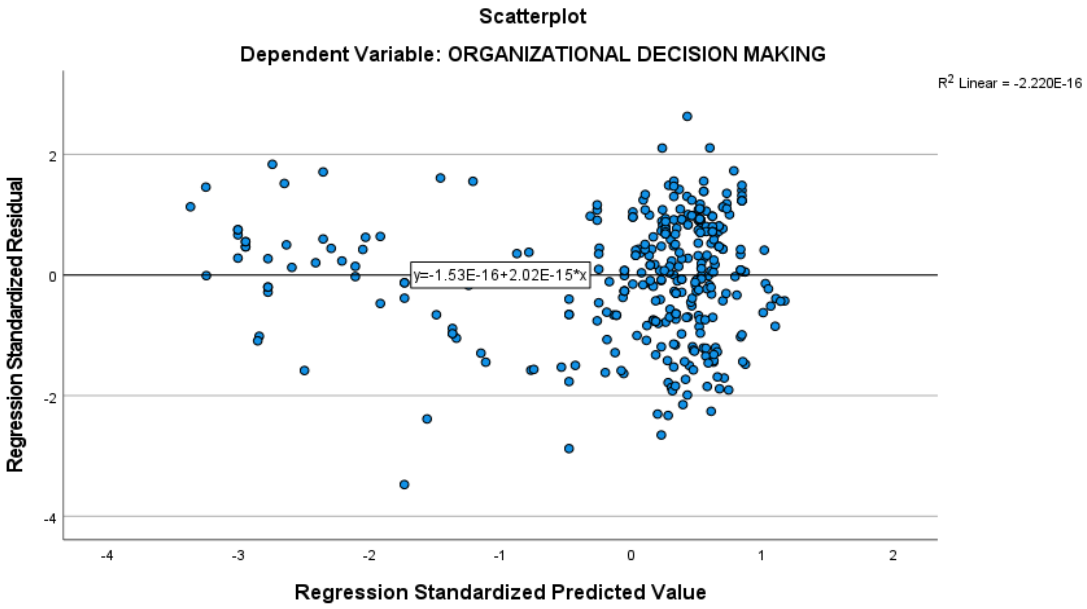


Figure 4.2 Test for Heteroscedasticity

Source: Data Analysis, 2023

4.7 Multiple Linear Regression for All Variables

Multiple linear regressions is a technique for establishing the relationship between more than two variables (Pallant, 2010). The effect of independent factors, such as Perceived HRIS trust, Perceived HRIS usefulness, Perceived HRIS ease of use, and Perceived attitude, on the dependent variable, organizational decision-making, was examined using multiple regression analysis. With an R-value of 0.931, the regression analysis's findings show a significant positive correlation between the variables. The research also reveals that independent variables may account for 86.7% of the variation in effective decision-making (R-squared = 0.867), with other factors accounting for the remaining 13.3%. A summary of the regression analysis is presented in Table 4.15.

Table 4.12: Overall Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.931[a]	0.867	0.866	0.36654693
a. Predictors: (Constant), Perceived HRIS trust, Perceived HRIS usefulness, Perceived HRIS ease of use, Perceived attitude				
b. Dependent Variable: Effective Decision Making				

Source: Data Analysis, 2023

4.7.1 Analysis of Variance (ANOVA) For All Variables

The ANOVA findings in Table 4.16 demonstrate the validity of the model employed to examine the relationship between Perceived HRIS trust, Perceived HRIS usefulness, and Perceived HRIS ease of use, Perceived attitude, and adequate decision-making in Hanang District. This is because the F-value is 553.477, and the p-value is less than 0.05 (>0.001) with degrees of freedom of 399. This result suggests that the effect of Perceived HRIS trust, Perceived HRIS usefulness, and Perceived HRIS ease of use can accurately predict the relationship with effective decision-making at Hanang District Council.

Table 4.13 ANOVA All Variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	297.453	4	74.363	553.477	0.000[b]
	Residual	45.547	339	.134		
	Total	343.000	343			
a. Dependent Variable: Effective Decision Making						
b. Predictors: (Constant), Perceived HRIS trust, Perceived HRIS usefulness, Perceived HRIS ease of use, Perceived attitude						

Source: Data Analysis, 2023

4.7.2 The Influence of Independent Variables on Dependent Variables

Table 4.17 shows the results of a regression analysis, with organizational decision-making as the dependent variable. Perceived HRIS trust, Perceived HRIS usefulness, and Perceived HRIS ease of use can accurately predict as the independent variables. The results suggest that all three independent variables have a significant positive effect on effective decision-making, as indicated by their positive beta coefficients and low p-values.

However, the constant or intercept (2.732E-16) represents the expected value of the dependent variable (effective decision-making) when all independent variables (Perceived HRIS trust, Perceived HRIS usefulness, Perceived HRIS ease of use) are zero. In this context, when all independent variables are zero, the expected effective decision-making is equal (2.732E-16).

4.7.2.1 Perceived HRIS Usefulness and Effective Decision-Making

The results indicate that perceived HRIS usefulness was positive and significant, directly affecting effective decision-making at Hanang District Council. The results in Table 4.17 revealed that ($\beta = 0.064$, $t = 2.386$, $p = 0.000$) perceived HRIS usefulness significantly affects effective decision-making in Hanang District. Perceived HRIS usefulness has a positive coefficient of 0.064, which indicates that for every unit increase in the budgeting control system, there is a 0.064 unit increase in effective decision-making, holding other variables constant. This means that when employees perceive that using HRIS enhances the efficiency of decision-making in our organization, HRIS can improve the quality of information available, and HRIS

can help make better-informed decisions; they can better align their efforts and resources to use the system and achieve organizational goals. Results suggest that practical HRIS usefulness can positively influence decision-making in Hanang District.

4.7.2.2 Perceived Attitude and Effective Decision Making

The results demonstrate that perceived attitude substantially and positively influenced effective decision-making within the Hanang District Council. Table 4.17 illustrates this influence ($\beta = 0.560$, $t = 12.210$, $p = 0.000$), indicating a significant effect of perceived attitude on effective decision-making in Hanang District. Perceived attitude exhibits a notable coefficient of 0.560, implying that with every unit increase in favourable attitudes towards HRIS, there is a corresponding 0.560 unit increase in effective decision-making, keeping other variables constant. Essentially, when employees positively perceive HRIS and view it favourably in terms of its utility and ease of use, it augments their ability to engage with the system and contribute to effective decision-making. This emphasizes the importance of fostering positive attitudes towards HRIS to enhance decision-making efficiency and align efforts and resources effectively toward organizational objectives. The findings underscore that a positive attitude towards HRIS can significantly and positively shape effective decision-making within Hanang District.

4.7.2.3 Perceived HRIS Ease of Use and Effective Decision Making

The results highlight a solid and favourable influence of perceived HRIS ease of use on organizational decision-making at Hanang District Council. As illustrated in Table

4.17, the effect is significant (β = 0.530, t = 15.602, p = 0.000). This indicates a substantial impact of perceived HRIS ease of use on organizational decision-making within the Hanang District. Perceived HRIS ease of use is characterized by a significant coefficient of 0.530, implying that for every unit increase in the perceived ease of using HRIS, there is a corresponding 0.530 unit increase in organizational decision-making, all other variables held constant. When employees perceive HRIS to be user-friendly and easy to operate, it facilitates more effective engagement with the system, ultimately enhancing organizational decision-making. This underscores the importance of designing HRIS with a focus on usability to ensure employees find it approachable and efficient. The findings emphasize that enhancing the ease of use perception of HRIS can significantly and positively influence organizational decision-making within the Hanang District.

4.7.2.4 Perceived HRIS Trust and Effective Decision-Making

The study's results demonstrate a notable and impactful influence of perceived HRIS trust on organizational decision-making at Hanang District Council. Referring to Table 4.17, the power is significant (β = -0.225, t = -7.229, p = 0.000). This indicates a substantial effect of perceived HRIS trust on organizational decision-making in Hanang District. Perceived HRIS trust is characterized by a coefficient of -0.225, suggesting that with every unit increase in trust in HRIS, there is a corresponding decrease of 0.225 units in organizational decision-making while keeping other variables constant. This implies that a higher level of trust in the HRIS system can sometimes lead to a more cautious approach to decision-making. It's crucial to recognize that trust is a nuanced factor and may vary in its impact based on

organizational context and employee perceptions. When employees trust the system to a significant extent, they might rely on it for critical decisions. Still, this dependence could also introduce a degree of scrutiny and deliberation before acting upon the system's recommendations or data. The results highlight the importance of fostering trust in the HRIS system to ensure a conducive environment for effective organizational decision-making. Trust in HRIS can significantly influence decision-making dynamics within Hanang District, emphasizing the need to build trust to enhance the system's acceptance and effectiveness.

Moreover, the joint effect model goodness of fit is indicated as Organizational Decision making = 2.732E-16 + 0.064X1+ 0.560X2 + 0.530X3 -0.225X4+ Ɛ.

Table 4.14 Multiple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.732E-16	0.020		0.000	1.000
Perceived HRIS usefulness	0.064	0.027	0.064	2.386	0.018
Perceived attitude	0.560	0.046	0.560	12.210	0.000
Perceived HRIS ease of use	0.530	0.034	0.530	15.602	0.000
Perceived HRIS trust	-0.225	0.031	-0.225	-7.229	0.000

Source: Data Analysis, 2023

4.8 Hypothesis Test

The results from regression analysis based on objectives achievement level show that all the hypothesis was confirmed. Based on the effect of the management control system, the study rejects the null hypothesis and accepts the alternative hypothesis

that there is a significant relationship between perceived HRIS trust, perceived HRIS usefulness, perceived HRIS ease of use, and organizational decision-making in Hanang District.

Table 4.15 Hypothesis Test

Hypothesis	**Relationship**	**Sig .value**	**Decision**
There is no significant influence of HRIS usefulness on organizational decision-making at Hanang District Council.	Positive	0.018	reject H_0
There is no significant influence of attitude on HRIS in organizational decision-making at Hanang District Council.	Positive	0.000	reject H_0
There is no significant influence of HRIS ease of use on organizational decision-making at Hanang District Council. There is no significant influence of HRIS trust on organizational decision-making at Hanang District Council.	Positive Negative	0.000 0.000	reject H_0 reject H_o

Source: Data Analysis, 2023

CHAPTER FIVE

DISCUSSIONS OF FINDINGS

5.1 Overview

This part focused on the discussion using empirical results from various studies that supported the proposed hypotheses regarding the influence of HRIS usefulness, ease of use, trust, and attitude. The proposed hypotheses on the effect of HRIS usefulness, ease of use, trust and attitude were supported. The obtained results complemented as well as contradicting some previous studies. The discussion for each hypothesis is as follows:

5.2 The Relationship between Perceived HRIS Usefulness and Effective Decision-Making

H1a, which indicates that there is positive causation between perceived HRIS usefulness was positive and effective decision-making at Hanang District Council. The results revealed that perceived HRIS usefulness significantly affects effective decision-making in the Hanang District. This means that when employees perceive that using HRIS enhances the efficiency of decision-making in our organization, HRIS can improve the quality of information available, and HRIS can help make better-informed decisions, and they can better align their efforts and resources to use the system and achieve organizational goals. Results suggest that practical HRIS usefulness can positively influence decision-making in Hanang District.

Similar findings were obtained by Smith (2018), who found that employees' perception of HRIS usefulness significantly influenced organizational decision-

making processes in the manufacturing sector. HRIS functionalities such as data analysis, reporting, and real-time information retrieval were positively associated with decision-making effectiveness and, together with Johnson et al. (2020), revealed a positive relationship between employees' perception of HRIS usefulness and decision quality. Higher perceived usefulness of HRIS was associated with improved decision-making outcomes regarding accuracy, timeliness, and effectiveness. Also, Mushi and Nyandoro (2021) revealed that employees' perception of HRIS usefulness significantly influenced the point of organizational choice in Tanzanian banks. These findings suggest that investing in HRIS with valuable features and functionalities can enhance the efficiency of decision-making processes and improve overall organizational performance in the Tanzanian banking sector. This finding aligns with the Technology Acceptance Model, which suggests that perceived usefulness is a critical factor in determining the acceptance and use of technology.

5.3 The Relationship between perceived Attitude and Effective Decision-Making

H2a shows a positive causation between attitude and effective decision-making within the Hanang District Council. The findings show a unit increase in perceived attitude and effective decision-making. Essentially, when employees positively perceive HRIS and view it favourably in terms of its utility and ease of use, it augments their ability to engage with the system and contribute to effective decision-making. This emphasizes the importance of fostering positive attitudes towards HRIS to enhance decision-making efficiency and align efforts and resources effectively toward organizational objectives. The findings underscore that a positive attitude

towards HRIS can significantly and positively shape effective decision-making within Hanang District.

The findings were consistent with that of John and Mwalimu (2019), which indicated that employees' HRIS knowledge had a positive and significant impact on organizational decision processes. Higher levels of HRIS knowledge were associated with improved decision-making outcomes regarding accuracy, timeliness, and effectiveness. These findings suggest that promoting HRIS knowledge among employees can enhance decision-making capabilities within Tanzanian manufacturing companies. Also, Asiya, Kazmi, and MarjaNaaranoja (2014) argue that by leveraging information and communication technologies (ICT) and HRIS, organizations can gain control over their existing work knowledge, leading to improved speed, efficiency, economy, and accuracy in crucial decision-making processes. This, in turn, supports sustainable corporate competitiveness. The study's findings confirm the effectiveness of HRIS as a knowledge management solution. This finding aligns with the Technology Acceptance Model, which suggests that attitude toward technology is a critical factor in determining the acceptance and use of technology. Therefore, fostering positive attitudes toward HRIS is crucial to enhancing decision-making efficiency and aligning efforts and resources effectively toward organizational objectives.

5.4 The Relationship between perceived HRIS Ease of Use and Effective Decision Making

H3a hypothesize that there is a positive influence of HRIS ease of use on effective decision-making at Hanang District Council. The results highlight a solid and

favourable power of perceived HRIS ease of use on organizational decision-making at Hanang District Council. This indicates a substantial impact of perceived HRIS ease of use on organizational decision-making within the Hanang District. Perceived HRIS ease of use implying that for every unit increase in the perceived ease of using HRIS, there is an increase in organizational decision-making, and all other variables are held constant. When employees perceive HRIS to be user-friendly and easy to operate, it facilitates more effective engagement with the system, ultimately enhancing organizational decision-making. This underscores the importance of designing HRIS with a focus on usability to ensure employees find it approachable and efficient. The findings emphasize that enhancing the ease of use perception of HRIS can significantly and positively influence organizational decision-making within the Hanang District. This finding aligns with the Technology Acceptance Model, which suggests that perceived ease of use is a critical factor in determining the acceptance and use of technology.

A similar study by Masanja et al. (2022) revealed that the ease of HRIS utilization significantly influenced organizational judgment. When employees perceived HRIS as easy to use, they were more likely to utilize it for decision-making purposes, leading to improved judgment outcomes. These findings suggest that enhancing the ease of use of HRIS can positively impact decision-making processes within Tanzanian organizations. The implications of this study emphasize the importance of organizations focusing on user-friendly HRIS interfaces.

5.5 The Relationship between perceived HRIS Trust and Effective Decision-Making

H4a hypothesized a positive and significant correlation between HRIS trust and effective decision-making at the Hanang District Council. The study's results demonstrate a notable and impactful influence of perceived HRIS trust on organizational decision-making at Hanang District Council. This indicates a substantial effect of perceived HRIS trust on organizational decision-making in Hanang District. Perceived HRIS trust suggests that with every unit increase in trust in HRIS, there is a corresponding decrease in effective decision-making while keeping other variables constant. This implies that a higher level of trust in the HRIS system can sometimes lead to a more cautious approach to decision-making. It's crucial to recognize that trust is a nuanced factor and may vary in its impact based on organizational context and employee perceptions. When employees trust the system significantly, they might rely on it for critical decisions. Still, this dependence could also introduce a degree of scrutiny and deliberation before acting upon the system's recommendations or data. The results highlight the importance of fostering trust in the HRIS system to ensure a conducive environment for effective organizational decision-making. Trust in HRIS can significantly influence decision-making dynamics within Hanang District, emphasizing the need to build trust to enhance the system's acceptance and effectiveness. This finding aligns with the Technology Acceptance Model, which suggests that trust is a critical factor in determining the acceptance and use of technology.

The findings of Mbise and Kiwia (2020) indicated that employees' trust in HRIS significantly influenced organizational decision-making. Higher levels of trust in

HRIS were associated with increased confidence in the information provided by the system, leading to more effective decision-making outcomes. These findings suggest building trust in HRIS is crucial for promoting effective decision-making in Tanzanian public organizations. Also, Hmoud and László (2020) indicate that trust and performance expectancy significantly influence HR professionals' intention to use AI-HRIS, while trust and technological readiness significantly impact their performance expectancy. However, facilitating conditions, organizational size, and technological readiness do not considerably influence HR professionals' intention to use AI-HRIS. Age and experience do not moderate the associations between trust, performance expectancy, and behavioural intention. These findings can contribute to the theory development of information technology.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Overview

This chapter presents a summary of the study, a conclusion based on the findings of the study, recommendations, and policy implications based on the study findings.

6.2 Summary of the Findings

The study on the "Effect of Human Resource Information System (HRIS) on Effective Decision-Making in Tanzania: A Case of Hanang District" yielded significant findings that shed light on the impact of implementing HRIS in the context of human resource management and decision-making processes. The key findings can be summarized as follows:

Implementation of HRIS in Hanang District has led to a notable improvement in the accessibility and accuracy of human resource data. The system has streamlined the storage and retrieval of employee information, ensuring that decision-makers have access to up-to-date and reliable data when making informed choices related to staffing, training, and resource allocation.

he introduction of HRIS has contributed to increased decision-making efficiency within the district. Decision-makers reported that the system's automation of routine HR tasks, such as payroll processing and leave management, has allowed them to focus more on strategic and impactful decisions, thereby improving the overall efficiency of human resource management.

HRIS implementation has facilitated better strategic workforce planning in Hanang District. Decision-makers can now analyze comprehensive data on employee skills, performance, and training needs, enabling them to make informed decisions related to talent management, succession planning, and resource allocation for skill development programs.

6.3 Conclusion

Based on the results, this study concludes that ensuring the practical usefulness of HRIS can positively influence decision-making effectiveness in Hanang District. To leverage this potential, it is recommended that the organization focus on promoting and enhancing the perceived usefulness of HRIS among employees. This can be achieved through training programs, providing adequate resources and support, and emphasizing the benefits of HRIS in improving decision-making processes. Overall, the findings highlight the importance of HRIS as a valuable tool for enhancing decision-making effectiveness in organizations, specifically at Hanang District Council. By recognizing and utilizing the potential of HRIS, the organization can strive towards better-informed decision-making and ultimately achieve its organizational goals more efficiently.

Based on the findings, this study concludes that fostering positive attitudes towards HRIS is crucial for improving decision-making efficiency and aligning efforts and resources effectively towards organizational objectives at Hanang District Council. This can be achieved by promoting awareness and providing training on the benefits and usability of HRIS, addressing any concerns or resistance from employees, and

creating a supportive and positive organizational culture around HRIS adoption. The findings highlight that a positive attitude towards HRIS significantly and positively influences effective decision-making within the Hanang District. By cultivating a positive perception of HRIS among employees, the organization can enhance decision-making processes and ultimately contribute to achieving organizational goals more efficiently and effectively.

Based on the results, it is crucial to design HRIS with a focus on usability, ensuring that employees find it approachable and efficient. By enhancing the ease of use perception of HRIS, organizations, specifically the Hanang District Council, can positively influence decision-making processes. The findings emphasize the significance of prioritizing user-friendly HRIS design to improve decision-making outcomes. This can be achieved through system improvements, training programs, and continuous user feedback to address any usability concerns and enhance the ease of use of HRIS. Overall, the study highlights that organisations can significantly and positively influence organisational decision-making by enhancing the ease of use perception of HRIS. By investing in the usability aspect of HRIS, the Hanang District Council can improve decision-making processes, leading to more efficient and effective achievement of organizational goals.

In conclusion, the study emphasizes that trust in the HRIS system significantly influences decision-making effectiveness at Hanang District Council. By fostering trust, the organization can create a foundation for confident decision-making while encouraging critical evaluation and scrutiny of HRIS recommendations or data.

Striking the right balance between trust and careful consideration is crucial for harnessing the potential of HRIS in driving effective decision-making within the district.

6.4 Theoretical Implication

The study provides empirical evidence that supports the validity and applicability of the Technology Acceptance Model (TAM) in the context of HRIS and organizational decision-making. This finding suggests that the TAM can be a valuable framework for understanding the acceptance and use of HRIS in organizational decision-making. The study extends the TAM by demonstrating the importance of perceived HRIS trust as a critical factor in determining the acceptance and use of technology in the context of HRIS and organizational decision-making. This finding highlights the need to build trust in the HRIS system to enhance its acceptance and effectiveness.

The study emphasizes the importance of fostering positive attitudes towards HRIS, enhancing the ease of use perception of HRIS, and building trust in the HRIS system to ensure a conducive environment for effective organizational decision-making. This finding suggests that HRIS can significantly influence organizational decision-making and improve organizational outcomes.

The study underscores the importance of recognizing that trust is a nuanced factor and may vary in its impact based on organizational context and employee perceptions. This finding highlights the need to understand the specificities of HRIS and the organizational context to build trust in the HRIS system effectively.

The study suggests that HRIS can improve employee creativity and innovation, leading to better organizational outcomes. This finding highlights the potential benefits of HRIS implementation beyond enhancing time and cost efficiency and reducing administrative processes.

The study highlights the need to design HRIS with a focus on usability to ensure that employees find it approachable and efficient. This finding suggests that HRIS usability is critical in determining its acceptance and effectiveness.

The study suggests that HRIS can be particularly beneficial for small and medium-sized enterprises (SMEs) by enhancing HRIS usage. This finding highlights the potential benefits of HRIS implementation for SMEs.

Overall, the study's implications suggest that HRIS can significantly influence organizational decision-making and improve organizational outcomes. The study's findings provide insights into the factors that influence the acceptance and effectiveness of HRIS and highlight the importance of designing HRIS, focusing on usability and trust-building to enhance organizational decision-making. The study's implications can be helpful for scholars, practitioners, and managers in human resource management.

6.5 Fulfilment of the Contextual Gap

As per the literature review by the researcher, no study has been conducted in Tanzania on the effect of HRIS on effective decision-making. The studies conducted

in Tanzania focused on the general view and adoption of HRIS (Ngulugulu et al., 2023; Lema, 2013; Mulegi, 2014; Njau,2014; Ndenji, 2004). The lack of reference indicated the absence of guidance for integrating and promoting HRIS (Human Resources Information Systems) to ensure effective decision-making. HRIS integration connects an HRIS with other software applications, systems, or databases within an organization to enable seamless data sharing and communication between different HR-related tools. This study helps fill that gap by identifying the effect of HRIS usefulness, ease of use, trust, and attitude on effective decision-making in Tanzania.

6.6 Practical Implications

The proven advantages of using HRIS provide various benefits to organizations in different areas, including HR processes, payroll, talent acquisition, performance management, benefits administration, and workforce management. HRIS can help streamline HR processes, automate tasks, and provide a unified view of critical information across the organization, saving time, increasing efficiency, and improving the employee experience. HRIS integration with different HR-related tools, such as payroll software, applicant tracking systems, performance management systems, benefits administration systems, and workforce management systems, can help organizations manage complexities by streamlining HR processes and providing a unified view of critical information. Studies have shown that HRIS can improve efficiency, reporting, compliance, and data management and can free up time for HR teams and employees to do more value-added tasks (Chauhan et al., 2011; Qadir & Agrawal, 2017; Buzkan, 2016). Some of these systems within Tanzania include the

Human Resource for Health Information System (HRHIS) and the Training Institution Information System (TIIS) to capture information for both public and private sectors. However, for these systems to work as intended, their innovators must know their use. This study has identified performance attitude, HRIS ease of use, HRIS usefulness, and trust as variables that local government should focus on in ensuring effective organizational decision-making.

6.7 Policy Implications

The findings of this study add more evidence on the effects of HRIS on effective decision-making. Therefore, it offers relevant information for strategic decisions and policy formulation.

The Tanzania ICT Policy 2016 and National Implementation Strategy for ICT Policy 2016/17-2020/21 do not explain how HRIS is used or explain effective decision-making, which can reduce the effectiveness of the policy in promoting the use of HRIS (MWTC, 2016; MALF 2016). This can reduce the effectiveness of the policy in promoting the use of HRIS. In that case, studies like this provide good information on how to incorporate strategies that facilitate effective decision-making as they identify the effect of using HRIS on effective organizational decision-making.

6.8 Recommendations

6.8.1 The influence of HRIS usefulness on effective decisions making

Promote and enhance the perceived usefulness of HRIS among employees through training programs, providing adequate resources and support, and emphasizing the

benefits of HRIS in improving decision-making processes. Provide reliable technical support for the system users, provision of training, and close follow-up to improve the implementation of HRIS in Tanzania. Utilize HRIS to identify trends in employee turnover, areas where changes in compensation or benefits packages are needed, and areas where organizations lag behind competitors.

Use HRIS to determine which employees are eligible for promotions and identify employees needing additional training or development opportunities. Design effective programs to improve employees' and the company's performance as well as build a happy workforce by using HRIS for human resource analysis is the basis of HR planning and most business decision-making.

6.8.2 The Influence of Attitude on Effective Decision Making

The study's revelation of a significant and positive impact of perceived attitude on organizational decision-making at Hanang District Council leads to vital recommendations. First, initiating targeted training programs and change management strategies can enhance employees' perception of HRIS, fostering a positive outlook and easing the transition to HRIS adoption. Implementing robust internal communication strategies, including success stories and user feedback channels, can effectively shape a favourable attitude towards HRIS, promoting engagement and highlighting its benefits. Moreover, investing in user-centric HRIS design, recognizing HRIS champions, and gaining leadership endorsement will collectively enhance attitudes and encourage active participation in HRIS utilization. Integrating HRIS-related considerations into organizational policies and continuous

feedback-driven improvements will ensure a sustained positive attitude towards HRIS, ultimately optimizing its role in informed decision-making within the Hanang District Council.

6.8.3 The Influence of HRIS Ease of Use on Effective Decision Making

Based on the significant influence of perceived HRIS ease of use on organizational decision-making within Hanang District Council, optimize the impact of ease of use perception on decision-making processes. The study recommends initiating comprehensive training programs to equip employees with the necessary skills and knowledge to navigate and utilize the HRIS effectively. These training sessions should emphasize the system's ease of use and user-friendly features, ensuring that employees feel comfortable and confident in interacting with HRIS to aid their decision-making processes.

Establish a feedback loop with users to gather their insights and experiences regarding HRIS's ease of use. Encourage users to provide regular feedback, suggestions, and areas for improvement. Utilize this feedback to make iterative enhancements to the HRIS interface and functionality, continuously aligning it with user expectations and ensuring optimal ease of use.

Policymakers should also prioritize efforts to enhance the ease of use of HRIS, recognizing the value of an intuitive interface. Striking a balance between trust in HRIS and cautious evaluation through policy guidelines will prevent over-reliance and ensure well-informed decisions. A regular feedback mechanism should be

institutionalized, with policies supporting the iterative improvement of HRIS based on employee experiences and suggestions. Lastly, integrating HRIS utilization into organizational policies will reinforce its strategic alignment and embed its importance in decision-making processes.

Moreover, the study recommends formulating policies that incentivize employees to embrace and advocate for HRIS ease of use. Recognize and reward employees who actively enhance the perceived ease of use among their peers. This can include acknowledgement in performance evaluations, promotions, or other tangible incentives, fostering a culture that values and promotes user-friendly HRIS.

These recommendations and policy implications aim to maximize the influence of perceived HRIS ease of use on organizational decision-making within the Hanang District Council. By prioritizing usability and incorporating user feedback into HRIS design and policies, the organization can cultivate a conducive environment for efficient decision-making, ultimately contributing to achieving organizational objectives.

6.8.4 The Influence of HRIS Trust on Effective Decision-Making

The findings suggest that enhancing employees' perception of HRIS as a tool bolsters decision-making efficiency and directly correlates with increased organizational decision-making. In light of these insights, crafting policies that promote HRIS training and education becomes paramount, ensuring that employees are well-versed with HRIS functionalities and their potential to improve decision-making.

Additionally, internal communication policies should be devised to effectively communicate the benefits of HRIS adoption, encouraging a positive attitude towards its use.

6.9 Limitations of the Study and Suggestions for Future Research

Since most organizations in African countries face ineffective decision-making due to inadequate or low use of HRIS in local governments, such findings may help them prepare a barrier-free environment to accommodate them. This study also dealt with local government authorities only; therefore, future studies could compare the use of HRIS in both local and international authorities. The findings of the studies may highlight differences or similarities in their implementation of HRIS.

Finally, the study only focused on employees from public organizations. Future research can assess employees from different organizations, such as private organizations.

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APPENDICES

APPENDIX I: QUESTIONNAIRES

Dear respondent

I am Martine, an Open University student in the Master of Human Resource and Management program. I would like to kindly ask for your help in completing this survey by providing your opinions and thoughts on your understanding and beliefs to aid in researching " **the effect of Human Resource Information System on effective Decision Making at Hanang District Council**". I guarantee you that your perspectives and ideas were carefully kept confidential and utilized solely for their intended purpose.

RESPONDENT NUMBER: …….

SECTION A: DEMOGRAPHIC DETAILS

Directions: Indicate your answer by placing a checkmark in the parentheses next to the option of your choice, or if necessary, write your response in the provided space.

Respondents Information

1. What is your Gender?

i. Male [ ]

ii. Female [ ]

2. What is the range of years in which your age belongs?

i. 18 - 24 Years

ii. 25 – 31 Years

iii. 32 – 38 Years

iv. 39 and above Years

3. What is your highest Education Qualification?

i) Certificate level [ ]

ii) Diploma/Advanced level [ ]

iii) Bachelor's degree level [ ]

iv) Master’s level [ ]

4. Working experience

i) 0 to 10 years [ ]

ii) 11 to 20 years [ ]

iii) 21 to 30 years [ ]

iv) 31 to 40 years [ ]

v) 41 and above [ ]

5. Which department are you working on?

i.Planning and Administration [ ]

ii.Finance [ ]

iii.Human Resource [ ]

iv.Procurement Management Unit [ ]

v.ICT Unit [ ]

PART II: THE INFLUENCE OF HRIS USEFULNESS ON DECISIONS MAKING

Kindly indicate to what extent you agree with the following statements concerning the influence of HRIS usefulness on decision-making at Hanang District Council. Use the scale of:

1= Strong disagree, 2= Disagree, 3= Not sure, 4= Agree and 5= Strong agree

Tick **one** if the answer is **strongly disagree, two** if the answer is **Disagree**, **three** if the answer is **Disagree, four** if the answer is **Agree**&**5** if the answer is **strongly agree]**

CODE	Statements	SA	A	N	D	SD
Q6	Using HRIS enhances the efficiency of decision-making in our organization.					
Q7	HRIS improves the quality of information available for making decisions.					
Q8	HRIS helps us make better-informed decisions.					
Q9	The use of HRIS positively impacts the effectiveness of our decision-making process.					
Q10	Applying HRIS is valuable in supporting strategic decision-making.					
Q11	Applying HRIS helps improve my job performance.					

PART III: THE INFLUENCE OF ATTITUDE TO HRIS ON ORGANIZATIONAL DECISION

Kindly indicate to what extent you agree with the following statements concerning the influence of employees' HRIS attitude on decision-making at Hanang District Council. Use the scale of:

1= Strong disagree, 2= Disagree, 3= Not sure, 4= Agree and 5= Strong agree

Tick **1** if the answer is **Strong disagree, 2** if the answer is **Disagree**, **3** if the answer is **Disagree,4** if the answer is **Agree**&**5** if the answer is **Strong agree]**

CODE	**Statements**	**SA**	**A**	**N**	**D**	**SD**
Q12	I have a positive attitude towards using HRIS in decision-making.					
Q13	Using HRIS makes decision-making tasks more enjoyable for me.					
Q14	I feel enthusiastic about leveraging HRIS to make better decisions.					
Q15	I believe using HRIS has streamlined my decision-making process, making it more efficient.					
Q16	I perceive HRIS as an essential technology for modern decision-making.					
Q17	I believe HRIS empowers me to make data-driven decision with confidence.					

PART IV: THE INFLUENCE OF HRIS EASE OF USE ON ORGANIZATIONAL DECISION

Kindly indicate to what extent you agree with the following statements concerning the influence of employees' HRIS Ease of Use on decision making at Hanang District Council. Use the scale of:

1= Strong disagree, 2= Disagree, 3= Not sure, 4= Agree and 5= Strong agree

Tick **1** if the answer is **Strong disagree, 2** if the answer is **Disagree**, **3** if the answer is **Disagree,4** if the answer is **Agree**&**5** if the answer is **Strong agree]**

CODE	**Statements**	**SA**	**A**	**N**	**D**	**SD**
Q18	I believe the use of HRIS is easy for me.					
Q19	Interacting with HRIS would be clear and understandable.					
Q20	I find HRIS to be user-friendly.					
Q21	HRIS functionalities are easy to understand and use.					
Q22	It would be easy for me to use HRIS in decision-making.					
Q23	I believe navigation of HRIS would be easy for me in decision-making.					

PART V: THE INFLUENCE OF HRIS TRUST ON ORGANIZATIONAL DECISION

Kindly indicate to what extent you agree with the following statements concerning the influence of HRIS TRUST on decision making at Hanang District Council. Use the scale of:

1= Strong disagree, 2= Disagree, 3= Not sure, 4= Agree and 5= Strong agree

Tick **1** if the answer is **Strong disagree, 2** if the answer is **Disagree**, **3** if the answer is **Disagree,4** if the answer is **Agree**&**5** if the answer is **Strong agree]**

CODE	**Statements**	**SA**	**A**	**N**	**D**	**SD**
Q24	I trust the accuracy and reliability of information provided by HRIS for decision-making.					
Q25	I believe HRIS has consistently demonstrated its capability to deliver reliable results, instilling confidence in its usage.					
Q26	I believe in the security measures implemented in HRIS to protect sensitive data and information.					
Q27	I believe HRIS ensures the confidentiality of data, making me feel comfortable using it for decision-making tasks.					
Q28	I have developed a strong sense of trust in HRIS as a valuable tool for decision-making.					
Q29	Positive feedback and experience on the use of HRIS have increased trust in the system.					

PART VI: ORGANIZATIONAL DECISION MAKING

Kindly indicate to what extent you agree with the following statements concerning the Organizational decision making atHanang District Council. Use the scale of:

1= Strong disagree, 2= Disagree, 3= Not sure, 4= Agree and 5= Strong agree

Tick **1** if the answer is **Strong disagree, 2** if the answer is **Disagree**, **3** if the answer is **Disagree,4** if the answer is **Agree**&**5** if the answer is **Strong agree]**

CODE	**Statements**	**SA**	**A**	**N**	**D**	**SD**
Q30	Implementation of HRIS improves the efficiency of decision-making in the local government authorities.					
Q31	I find that HRIS enhances the accuracy and reliability of decision-making in the local government authorities.					
Q32	I perceive the HRIS as a valuable tool in supporting effective decision-making in the local government authorities.					
Q33	I find HRIS facilitates better communication and collaboration among decision-makers in the local government authorities.					
Q34	I have confidence in the ability of HRIS to provide timely and relevant information for decision-making in the local government authorities.					
Q35	I find that HRIS makes transparent, informed decision making.					

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/ PG202100712 **20th September, 2023**

District Executive Director,
Hanang District Council.
P.O Box 2,
KATESH.

Dear Director General,

RE: RESEARCH CLEARANCE FOR MR. MARTINE MAILA JUSTINE, REG NO: PG202100712

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007.In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Martine Maila Justine**, Reg. No: **PG202100712**; pursuing **Master of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled "**The effect of Human Resource Information System on Effective Decision Making in Tanzania: A Case of**

Kagera". He will collect his data as indicated at you area from 26th September to 10th November 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820.We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth S.Bushesha

For: VICE CHANCELLOR

PRESIDENT OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

HANANG' DISTRICT COUNCIL

Phone No. 027-2530022
E-mail:ded@hanangdc.go.tz
Website:www.hanangdc.go.tz

District Executive Director's Office
2 Amani Road
P.O. Box 2
27382 Ganana – Hanang
MANYARA.

On replying quote: -
Ref. HANDC/F.1/9/VOLL.IX/355

20th September, **2023**

The University of Tanzania,
P.O. Box 23409,
DAR ES SALAAM.

REF: RESEACH CLEARANCE - DATA COLLECTION REQUEST FOR MARTINE MAILA JUSTINE.

Refer the above heading and your letter dated **20TH September, 2023** with reference Number **OUT/OG202100712.**

2. I would like to inform you that **Martine M. Justine** who is pursuing a training course in **Master of Human Resource Management (MHRM)** has been accepted to conduct a research titled **"The effect of Human Resource Information System on Effective Decision Making in Tanzania: A Case of Hanang District** at our Council from **25th September, 2023 to 15th October, 2023.**

3. During the data collection request **he** will be attached to the **District Human Resource Management and Administration Division Office** under supervision of **District Human Resource Management and Administration Division Officer.**

4. However our council will not bear any financial cost during his training but we hope that he will gain a lot of experience from our organization.

Thanks for your co-operation.

Yours sincerely

Robert P. Muna
DISTRICT EXECUTIVE DIRECTOR
HANANG'

For DISTRICT EXECUTIVE DIRECTOR
P.O. Box 2
HANANG - MANYARA

CC: **District Human Resource Management and Administration Division Officer** - For your Action

Martine M. Justine

THE INFLUENCE OF HRIS USEFULNESS ON EFFECTIVE DECISIONS MAKING AT HANANG DISTRICT COUNCIL

MARTINE M. JUSTINE

justinemartine68@gmail.com

MHRM – Graduate - The Open University of Tanzania

Dr Chacha Matoka

Lecturer – The Open University of Tanzania

Dr Nasra Kara

Lecturer – The Open University of Tanzania

ABSTRACT

This study examines the influence of human resource information systems usefulness on effective decisions making at Hanang district council. The study followed a positivistic research paradigm. In this study, 344 questionnaires were distributed to employees using a stratified sampling technique. The collected data were analyzed using multiple linear regression analysis. The results indicate that perceived HRIS usefulness positively influenced organizational decision-making at Hanang District Council. Therefore, this study recommends that the council continue to promote and enhance the perceived usefulness of HRIS among employees to improve decision-making processes and ultimately achieve organizational goals more efficiently.

Key Words*: Human Resource information Systems, Effective Decision Making, Resource Optimizing,*

INTRODUCTION

Adopting Human Resource Information Systems (HRIS) has become increasingly prevalent in today's dynamic and competitive organizational landscape. HRIS facilitates decision-making processes at various organizational levels, including local government authorities. These systems serve as valuable information repositories, enabling informed decision-making to address complex challenges and uncertainties (Debussche & Laperche, 2021). Furthermore, adopting HRIS aligns with global initiatives such as the Sustainable Development Goals (SDGs) outlined by the United Nations. HRIS supports the principles of transparency, accountability, and sustainability, which are integral to the SDGs (United Nations, 2019).

The adoption of HRIS by local government authorities in Africa varies, with some countries making significant progress while others face infrastructure and capacity challenges (Njau, 2018). This aligns with regional frameworks like the African Union's Agenda 2063 and international initiatives such as the SDGs, which emphasize evidence-based decision-making and accountability (United Nations Economic Commission for Africa, 2019). Studies such as that of Govender, Perumal, and Perumal (2018) found that perceived usefulness significantly influenced employees' intention to use HRIS for decision-making. Participants believed that HRIS enhanced job performance, improved information accuracy, and facilitated efficient decision-making. Medda (2018) showed that employees' positive attitudes toward HRIS significantly influenced their usage. Njoroge et al. (2018) found that employees' behavioral intention to use HRIS was positively impacted by their attitudes toward using HRIS, its usefulness, and ease of use.

Successfully adopting and implementing HRIS requires organizations to consider several key factors. Firstly, organizations must embrace existing technologies and

ensure their availability and accessibility. This involves improving network infrastructure, expanding data storage capacities, and staying up to date with technological advancements to optimize the efficiency of HR systems (Noutsa et al., 2017). Secondly, organizations must have a technically proficient and adaptable workforce. Developing countries like India and Thailand have made significant progress by embracing technological advancements and demonstrating readiness for implementing HRIS within their organizations (Quaosar & Rahman, 2021). However, some African countries, such as Uganda, face challenges due to limitations in technological infrastructure, which hinder the smooth implementation of HRIS.

In the specific context of local government authorities in the Hanang District, understanding the influence of the HRIS on decision-making becomes crucial. Successfully adopting HRIS can enhance the quality, efficiency, and effectiveness of HR-related decisions within these authorities. This, in turn, contributes to improved governance, transparency, and accountability within Hanang District (Mabaso,2020). In the local government authorities of Hanang District, several issues hinder effective decision-making, including limited access to accurate information, manual and paper-based processes, lack of systematic workforce planning, inadequate tracking of HR metrics and performance, and little integration of HR processes. Therefore, investigating the impact of the HRIS on decision-making in local government authorities in Hanang District emerges as a critical and relevant research endeavor.

The government of Tanzania has taken significant steps to promote digital transformation and enhance decision-making processes in public services. Through initiatives like the e-Government Strategy 2016-2020 and the ICT Policy of 2003, the government recognizes the importance of integrated information systems like HRIS

for improving service delivery. National projects such as the National Identification System (NIDA) and the National Information and Communication Technology Broadband Backbone (NICTBB) initiative further support the implementation of HRIS in local government authorities, leading to improved data accuracy and communication infrastructure (URT, 2020).

Poor decision-making is caused by inadequate use of HRIS, leading to increasingly inefficient HR process data inaccuracies, compliance with legal issues, and employee dissatisfaction (Paschal, 2020). Failure to mitigate these challenges can result in poor organizational performance related to low HRIS usefulness, negative attitude towards HRIS, difficulties in using HRIS, and lack of trust in HRIS. A recent study by Matimbwa et al. (2020) found that 60% of HR managers in Local Government Authorities in Tanzania believe their HRIS is ineffective. The study also found that 40% of employees have experienced payroll or benefits information errors. Additionally, a study (Chinyuka, 2018) found that 20% of employees in Local Government Authorities have had difficulty accessing information about their performance reviews or other HR-related matters.

Despite these efforts, limited studies have investigated the adoption and impact of HRIS on decision-making in public organizations, particularly within Local Government Authorities. Matimbwa & Masue (2020) examined the influence of organizational factors on human resource information system effectiveness in Tanzanian Local Government Authorities (LGAs). Through a comprehensive analysis of the HRIS usefulness, attitude toward HRIS, HRIS ease of use and trust in HRIS, this research provides valuable insights into the role of HRIS in enhancing decision-making processes within the context of local government authorities.

Therefore, this study aims to address this knowledge gap by examining the influence of the Human Resource Management Information System on effective decision-making processes in Hanang District's Local Government Authorities.

LITERATURE REVIEW

Human Resource Information System

A Human Resource Information System (HRIS) is a software system that provides data and information for decision-making regarding human resource management. It automates and integrates HR processes such as recruitment, selection, training, performance appraisal, and compensation (Noe et al., 2019). According to Kavanagh, Thite and Johnson (2017) defined a Human Resource Information System (HRIS) as a system used to acquire, store, manipulate, analyze, retrieve, and distribute relevant information about an organization's human resources. It is an integrated system that provides a database of employee information used by HR professionals to make decisions and improve HR effectiveness. Also, Stair and Reynolds (2018) defined a Human Resource Information System (HRIS) is a computerized system that provides current and accurate data for control and decision-making within the human resource management function.

In this study, a Human Resource Information System (HRIS) refers to a system or online solution implemented at Hanang District Council designed to integrate and automate human resource management functions and processes. This system facilitates the collection, storage, and analysis of employee-related data, streamlines HR workflows, and provides decision-makers at Hanang District Council with timely and accurate information to support organizational decision-making. The HRIS

enables Hanang District Council to efficiently manage recruitment, employee onboarding, performance evaluation, payroll, benefits administration, and other HR activities, ultimately enhancing the effectiveness and efficiency of decision-making processes within the organization.

Organizational Decision Making

According to Daft (2015), organizational decision is the process by which organizations select desired courses of action from a set of alternatives. However, in this study, Organizational decision-making at Hanang District Council refers to the process through which the council identifies, evaluates, and selects appropriate courses of action from available alternatives to address organizational challenges and capitalize on opportunities.

Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) was developed by Davis (1989) as an extension of the Theory of Reasoned Action (TRA) and the Theory of Planned Behavior (TPB) proposed by Ajzen (1985). TAM suggests that external factors significantly impact internal factors, such as beliefs, attitudes, and intentions, which in turn influence the acceptance and use of information technology. According to the theory, a technology's perceived ease of use and usefulness are critical determinants of its adoption and usage by individuals (Davis, 1989).

The Technology Acceptance Model (TAM) provides a theoretical framework for understanding users' acceptance and adoption of new technologies. In the context of this study on the influence of Human Resource Information Systems (HRIS) on decision-making in local government authorities, several variables from TAM can be incorporated:

Perceived Usefulness: This variable examines individuals' beliefs about using HRIS in decision-making to enhance their job performance and efficiency.

Perceived Ease of Use: This variable focuses on individuals' perceptions of how easy it is to understand and use HRIS. It considers factors such as user-friendliness, simplicity, and accessibility of the HRIS in the local government authorities.

Attitude toward Using HRIS: This variable assesses individuals' overall evaluation and feelings about adopting HRIS in decision-making. It measures their positive or negative perceptions, knowledge, beliefs, and opinions regarding the potential benefits and drawbacks of HRIS usage. Attitude is influenced by perceived usefulness and ease of use.

Behavioural Intention to Use: This variable explores individuals' intentions and plans to use HRIS for decision-making. It examines their willingness to adopt HRIS in their daily work activities—behavioural choice is influenced by attitudes toward HRIS, perceived usefulness, and perceived ease of use.

Various studies have examined the application of the Technology Acceptance Model (TAM) in adopting HRIS and its impact on decision-making. Govender, Perumal, and Perumal (2018) found that perceived usefulness and ease of use significantly influence the adoption and acceptance of HRIS in different organizational settings, including local government authorities and found that positive perceptions of HRIS as valuable and easy to use lead to favourable attitudes and intentions to use the system, enhancing effective decision-making processes.

The mediating role of user satisfaction, system quality, and information quality in the relationship between TAM variables and decision-making outcomes has been explored. Njoroge et al. (2018) and Wamalwa et al. (2020) found that when users

perceive HRIS as valuable and easy to use, it positively affects their satisfaction with the system, enhancing decision-making effectiveness.

The TAM is a valid theory for explaining the adoption of information systems in various contexts. Al-Hujran and Abu-Shanab (2016) demonstrated that the TAM was a significant predictor of the intention to use an HRIS in Jordanian local government authorities, with perceived usefulness and ease of use having positive influences on intention to use, while top management support had a negative effect.

Smith (2018) studied the impact of HRIS Usefulness on Organizational Decision Making: A Case Study in the Manufacturing Sector in the United States. The study found that employees' perception of HRIS usefulness significantly influenced organizational decision-making processes in the manufacturing sector. HRIS functionalities such as data analysis, reporting, and real-time information retrieval were positively associated with decision-making effectiveness. The study concludes that investing in HRIS with valuable features and functionalities can enhance decision-making efficiency and improve overall organizational performance. The study recommends that Organizations prioritize the selection and implementation of HRIS that meet the specific decision-making needs of their industry.

Johnson et al. (2020) studied the Influence of HRIS Usefulness on Organizational Decision Quality in Canada. The study revealed a positive relationship between employees' perception of HRIS usefulness and decision quality. Higher perceived use of HRIS was associated with improved decision-making outcomes regarding accuracy, timeliness, and effectiveness. The study concludes that HRIS usefulness is vital in enhancing decision quality within organizations, emphasizing the importance of selecting HRIS that aligns with decision-making requirements. The study

recommends that Organizations regularly assess employees' perception of HRIS usefulness and provide continuous training and support to enhance their proficiency in using HRIS for decision-making.

Mushi and Nyandoro (2021) conducted an empirical study to explore the impact of HRIS usefulness on organizational choice in the banking sector. The researchers employed a quantitative research methodology and collected data from employees in various banks across Tanzania. The sample size consisted of 300 participants who completed a survey questionnaire. The collected data were analyzed using regression analysis. The study's findings revealed that employees' perception of HRIS usefulness significantly influenced the effectiveness of organizational choice in Tanzanian banks. Specifically, HRIS functionalities such as data analysis, reporting, and real-time information retrieval were positively associated with organizational choice outcomes. These findings suggest that investing in HRIS with valuable features and functionalities can enhance the efficiency of decision-making processes and improve overall organizational performance in the Tanzanian banking sector. The implications of this study highlight the importance of selecting and implementing HRIS that meets the specific decision-making needs of Tanzanian banks. Furthermore, providing training programs to employees can maximize their utilization and understanding of HRIS features, leading to more informed and effective organizational choices.

METHODS

Research Philosophy

This study used a positivity research paradigm. The positivism paradigm is a research paradigm that seeks to establish a causal relationship between variables through the collection and analysis of quantitative data. It assumes that objective reliability exists and that it can be measured and studied through scientific methods (Bryman, 2016). Positivism philosophical assumption was adopted because this Philosophy believes that, in learning about truth, only science is the cornerstone of understanding the world (Fisher, 2010). In positivism, the researcher's duty is to conduct the research by collecting and objectively analyzing the data. Thus, the findings of the study should be observable and quantifiable. It assumes that observation and practical reasoning are effective tools in human behaviour understanding. Positivism relies on the power of science and rational thought to manipulate the world (Fisher, 2010). Positivism believes that accurate and value-free knowledge is possible. It also assumes that learning is enhanced by using measurements (that research is an exact science). Another reason for adopting positivism in this study is that it adheres to scientific methods and systematic means of generating knowledge, accompanied by measurable criteria describing the parameters and their relationships. Therefore, the objectives of the study are answered by the positivism stance.

Research Approach

Research approaches can be inductive and deductive (Kothari and Garg, 2014). Inductive methods start from specific to general guidelines. Arguments based on

observation are regarded as induction, and arguments based on theories, rules and principles are considered deductive reasoning approaches. This study used a reasoned research approach. The researcher selected this technique since it helped to quantify and test hypotheses in arriving at the findings on understanding the effects of management control systems on employee performance, which is necessary for drawing statistical inferences; the use of a quantitative approach also allows for the generalization of findings to a larger population beyond the study sample (Hug & Dewan, 2021). Also, the researcher used the technique since it can help validate the findings and establish the reliability of the study.

Research Design and Strategy

This study utilized an explanatory research design, which is also referred to as a causal research design. An explanatory research design aims to investigate cause-and-effect relationships between variables. It seeks to understand how independent variables influence dependent variables and uncover the underlying mechanisms or explanations for these relationships (Hair et al., 2019). The primary objective of an explanatory research design is to determine whether changes in the independent variables lead to changes in the dependent variables and provide insights into the reasons behind this relationship. Although explanatory research designs often involve controlled settings or specific populations, the insights gained from these studies can contribute to broader knowledge and inform decision-making in similar contexts. The rigorous examination of causal relationships allows for the generalizability of findings to other settings and populations.

In this study, the explanatory research design involved manipulating or controlling the independent variable(s) and observing their effects on the dependent variable(s)

while considering other potential factors that may influence the outcomes. This design enables researchers to draw conclusions about causality and make inferences about the causal relationships between variables.

Population of the Study

The study population is the complete set (objects and persons) with some mutual characteristics considering the criteria established by the researcher (Msabila &Nalaila, 2013). The number of employees from various departments and units at Hanang District Council is 2448. The sampling frame included the employees from the departments and divisions including Administration, Finance and Accounts Unit, Internal Audit Unit, Procurement Management Unit, Information Communication Technology Unit, Legal Services Unit, Planning and Coordination, Planning and Coordination, Planning and Coordination, Community Development, Infrastructure, Rural and Urban Development, Pre-Primary and Primary Education, Secondary Education, Natural Resources and Environment Conservation Unit, Health, Social Welfare and Nutrition Services, Agriculture, Livestock and Fisheries and Industry, Trade and Investment.

Table 1 Target Population

N/S	DEPARTMENT NAMES	NUMBER OF EMPLOYEES
2	Finance and Accounts Unit	13
3	Internal Audit Unit	2
4	Procurement Management Unit	5
5	Information Communication Technology Unit	1
6	Legal Services Unit	1
7	Planning and Coordination	4
8	Community Development	15
9	Infrastructure, Rural and Urban Development	4
10	Pre-Primary and Primary Education	1200
11	Secondary Education	574
12	Natural Resources and Environment Conservation Unit	10
13	Health, Social Welfare and Nutrition Services	420
14	Agriculture, Livestock and Fisheries	60
15	Industry, Trade and Investment	1
	TOTAL	**2448**

Source: Hanang District council, 2023

Stratified Sampling Technique

The study utilized a non-proportional stratified simple random sampling technique to achieve its research objectives. This approach was necessary due to the specific nature of the goals and the need to obtain representative samples from different employee groups within departments, which were treated as separate strata. Each stratum consists of individuals with similar characteristics that distinguish them from other groups. To collect data using this technique, the researcher identified the study population as the organization's employees. From each stratum, a sample size of 344 employees was selected using simple random sampling techniques.

The use of non-proportional stratified sampling in this study offers several benefits. Firstly, it increases the precision of estimates by ensuring that each population subgroup is adequately represented in the sample. The study can obtain more

accurate and reliable results for each group by dividing the population into strata based on relevant characteristics.

Additionally, stratified sampling can be more efficient than other sampling methods, as it reduces the number of individuals that need to be sampled while maintaining a desired level of precision. This can save time and resources during the data collection process.

Furthermore, stratified sampling helps minimize bias from over- or under-representing specific subgroups within the population. By selecting samples from each stratum, the study aims to capture the unique characteristics and perspectives of different employee groups, thus enhancing the Validity and generalizability of the findings.

Lastly, stratified sampling enables researchers to compare results across different population subgroups. By analyzing data separately for each stratum, the study can identify variations, similarities, and trends within and between employee groups, providing valuable insights into the influence of Human Resource Management Systems on decision-making across various departments.

Sample Frame and Sample Size

A sampling frame is a list containing information used to identify a specific group of individuals selected as a representative sample for statistical analysis. The sampling frame typically consists of unique identification numbers assigned to each individual and additional data describing their characteristics. This data allows for efficient analysis and enables researchers to create subgroups within the sample for more detailed investigation.

The researcher used a sample of 344 employees from the Hanang District Council, which was used to represent the entire population to make the best use of the time available to extract information relevant to the study. The study adopts the formula of Yamane (1967), as shown in the equation below, to determine the sample size of the research respondents with a confidence level of 95% and a margin of error of 5% (0.05); the formula is expressed as hereunder;

$$n = \frac{N}{1 + N(e)^2}$$

Where n= is the required number of samples

N = Total population (2448) and

e = Error tolerance (level) or margin of error (0.05)

From that point of view, the sample size is derived as follows;

$$n = \frac{2448}{1 + 2448(0.05)^2}$$

$$n = 343.82 = 344$$

Thus, the researcher used a sample of 344 employees from various departments. 17 from Administration, 13 from the Finance and Accounts Unit, two from the Internal Audit Unit, one from the Procurement Management Unit, one from Information Communication Technology Unit, one from Legal Services Unit, 1 from Planning and Coordination, two from Community Development, one from Infrastructure, Rural and Urban Development, 2167 from Pre-Primary and Primary Education, 80 from secondary education, 1 from Natural Resources and Environment Conservation Unit, 58 from Health, Social Welfare and Nutrition Services, 7 from Agriculture, Livestock and Fisheries and 1 from Industry, Trade and Investment.

Table 1 Sample Size

N/S	DEPARTMENT NAMES	NUMBER OF EMPLOYEES	Sample size
1	Administration	138	17
2	Finance and Accounts Unit	13	2
3	Internal Audit Unit	2	3
4	Procurement Management Unit	5	1
5	Information Communication Technology Unit	1	1
6	Legal Services Unit	1	1
7	Planning and Coordination	4	1
8	Community Development	15	2
9	Infrastructure, Rural and Urban Development	4	1
10	Pre-Primary and Primary Education	1200	167
11	Secondary Education	574	80
12	Natural Resources and Environment Conservation Unit	10	1
13	Health, Social Welfare and Nutrition Services	420	58
14	Agriculture, Livestock and Fisheries	60	7
15	Industry, Trade and Investment	1	1
	TOTAL	**2448**	**344**

Source: Field Data, 2023

Sample Frame and Sample Size

A sampling frame is a list containing information used to identify a specific group of individuals selected as a representative sample for statistical analysis. The sampling frame typically consists of unique identification numbers assigned to each individual and additional data describing their characteristics. This data allows for efficient analysis and enables researchers to create subgroups within the sample for more detailed investigation.

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Table 2 Sample Size

N/S	DEPARTMENT NAMES	NUMBER OF EMPLOYEES	Sample size
1	Administration	138	17
2	Finance and Accounts Unit	13	2
3	Internal Audit Unit	2	3
4	Procurement Management Unit	5	1
5	Information Communication Technology Unit	1	1
6	Legal Services Unit	1	1
7	Planning and Coordination	4	1
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$$n = \frac{N}{1 + N(e)^2}$$

Where n= is the required number of samples

N = Total population (2448) and

e = Error tolerance (level) or margin of error (0.05)

From that point of view, the sample size is derived as follows;

$$n = \frac{2448}{1 + 2448(0.05)^2}$$

$$n = 343.82 = 344$$

Thus, the researcher used a sample of 344 employees from various departments. 17 from Administration, 13 from the Finance and Accounts Unit, two from the Internal Audit Unit, one from the Procurement Management Unit, one from Information Communication Technology Unit, one from Legal Services Unit, 1 from Planning and Coordination, two from Community Development, one from Infrastructure, Rural and Urban Development, 2167 from Pre-Primary and Primary Education, 80 from secondary education, 1 from Natural Resources and Environment Conservation Unit, 58 from Health, Social Welfare and Nutrition Services, 7 from Agriculture, Livestock and Fisheries and 1 from Industry, Trade and Investment.

Table 3 Sample Size

N/S	DEPARTMENT NAMES	NUMBER OF EMPLOYEES	Sample size
1	Administration	138	17
2	Finance and Accounts Unit	13	2
3	Internal Audit Unit	2	3
4	Procurement Management Unit	5	1
5	Information Communication Technology Unit	1	1
6	Legal Services Unit	1	1
7	Planning and Coordination	4	1
8	Community Development	15	2
9	Infrastructure, Rural and Urban Development	4	1
10	Pre-Primary and Primary Education	1200	167
11	Secondary Education	574	80
12	Natural Resources and Environment Conservation Unit	10	1
13	Health, Social Welfare and Nutrition Services	420	58
14	Agriculture, Livestock and Fisheries	60	7
15	Industry, Trade and Investment	1	1
	TOTAL	**2448**	**344**

Source: Field Data, 2023

Data Collection

Various data-gathering approaches were employed to get trustworthy and relevant data for this project. Utilizing different data-gathering techniques and sources allows for the inclusion of multiple interpretations and meanings in the data analysis, which also raises the trustworthiness of the results. Data collection methods can be primary or secondary (Yin, 2018). To collect information that helps answer the questions, the researcher has posed Questionnaires to achieve the research's objectives.

Questionnaire

The study utilized the questionnaire method to collect data from employees at Hanang District Council. The questionnaires consisted of closed-ended, semi-structured questions. Three hundred forty-four questionnaires were distributed

equally among employees from various departments and units within the council. The researcher chose the questionnaire method because it can efficiently gather data from many respondents.

Using questionnaires allows for the collection of accurate information, as respondents have the freedom to answer the questions with minimal supervision. Ethical considerations have been considered when preparing the questionnaire, ensuring the questions are appropriate and respectful. Additionally, the questionnaire method is cost-effective, quick, and efficient in gathering information from many respondents. It provides a standardized approach to data collection, making it easier to analyze and compare responses.

Data Analysis

In this study, quantitative data was collected and analyzed using SPSS (Statistical Package for the Social Sciences). The data was represented numerically, allowing for statistical analysis. The analysis involved creating tables to display the frequency of occurrence of different variables and using statistical techniques to examine relationships between variables, starting from simple models and progressing to more complex ones.

The collected data is organized, edited, summarized, and tabulated to ensure consistency and uniformity in the analysis. This process involved grouping and coding the data in a format suitable for analysis using SPSS version 26. By computing frequencies and percentages, the study provided a clear and comprehensive understanding of the data, allowing for meaningful insights and conclusions.

FINDINGS

The analysis of HRIS usefulness reveals valuable insights into its perceived impact within various organizational dimensions. A significant proportion of respondents, 39.2%, strongly agree that HRIS has a positive effect. The mean score of 4.0959 underscores the consensus that HRIS is instrumental in streamlining the decision-making process, making it more efficient and responsive. (39.8%) agree that HRIS improves the quality of information available for decisions, but a notable percentage (8.7%) strongly disagree, indicating some variation in perception. The mean score of 3.8140 signifies moderate agreement overall, suggesting that the quality of information provided by HRIS is perceived positively by many but not universally. In contrast, 43.6% of respondents strongly agree with this notion, resulting in a high mean score of 4.1279. 44.2% strongly agree that HRIS positively impacts the effectiveness of decision-making," reinforces the positive perception of HRIS in decision-making contexts, and the mean score of 4.1948 substantiates this consensus, affirming that HRIS has a favourable influence on the overall effectiveness of decisions made within the organization. 43% strongly agree that HRIS is valuable, and a significant proportion, 22.1%, strongly disagrees. The mean score of 3.5988 signifies a moderate level of agreement, implying that there may be room for improvement or clarification in this aspect. Moreover, 49.7% agree that HRIS helps improve job performance, and the mean score of 3.9884 reflects a relatively positive perception in this area.

Table 4 Descriptive Statistics of HRIS Usefulness

	1 Strongly Agree		2 Agree		3 Neutral		4 Disagree		5 Strongly Disagree		Mean	Std. Deviation
	f	%	f	%	f	%	f	%	f	%		
Using HRIS enhances the efficiency of decision-making	135	39.2	153	44	23	6.7	20	5.8	13	3.8	4.0959	1.01280
HRIS improves the quality of information	11	32.6	137	39.8	44	12.8	21	6.1	30	8.7	3.8140	1.20506
HRIS helps us make better-informed decisions.	150	43.6	125	36.3	42	12.2	17	4.9	10	2.9	4.1279	1.00200
HRIS positively impacts the effectiveness of our decision-making process.	152	44.2	135	39.2	36	10.5	14	4.1	7	2	4.1948	.92574
HRIS is valuable in supporting strategic decision-making.	148	43	80	23.3	22	6.4	18	5.2	76	22.1	3.5988	1.59321
HRIS helps improve my job performance	110	32	171	49.7	35	10.2	5	1.5	23	6.7	3.9884	1.04135

Source: Data Analysis, 2023

Regression Analysis

Linear regression is a technique for establishing the relationship between one independent variable and one dependent variable (Pallant, 2010). The effect of independent factors, such as Perceived HRIS usefulness, on the dependent variable, organizational decision-making, was examined using linear regression analysis. With an R-value of 0.931, the regression analysis's findings show a significant positive correlation between the variables. The research also reveals that independent

variables may account for 86.7% of the variation in effective decision-making (R-squared = 0.867), with other factors accounting for the remaining 13.3%. A summary of the regression analysis is presented in Table 4.15.

Table 5: Overall Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.931[a]	0.867	0.866	0.36654693
a. Predictors: (Constant), Perceived HRIS usefulness,				
b. Dependent Variable: Effective Decision Making				

Source: Data Analysis, 2023

Analysis of Variance (ANOVA)

The ANOVA findings in Table 6 demonstrate the validity of the model employed to examine the relationship between Perceived HRIS trust, Perceived HRIS usefulness, Perceived HRIS ease of use, Perceived attitude, and adequate decision-making in Hanang District. This is because the F-value is 553.477, and the p-value is less than 0.05 (>0.001) with degrees of freedom of 399. This result suggests that the effect of Perceived HRIS trust, Perceived HRIS usefulness, and Perceived HRIS ease of use can accurately predict the relationship with effective decision-making at Hanang District Council.

Table 6 ANOVA All Variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	297.453	4	74.363	553.477	0.000[b]
	Residual	45.547	339	.134		
	Total	343.000	343			
a. Dependent Variable: Effective Decision Making						
b. Predictors: (Constant), Perceived HRIS usefulness						

Source: Data Analysis, 2023

The results indicate that perceived HRIS usefulness was positive and significant, directly affecting effective decision-making at Hanang District Council. The results in Table 7 revealed that (β = 0.064, t = 2.386, p = 0.000) perceived HRIS usefulness significantly affects effective decision-making in Hanang District. Perceived HRIS usefulness has a positive coefficient of 0.064, which indicates that for every unit increase in the budgeting control system, there is a 0.064 unit increase in effective decision-making, holding other variables constant. This means that when employees perceive that using HRIS enhances the efficiency of decision-making in our organization, HRIS can improve the quality of information available, and HRIS can help make better-informed decisions; they can better align their efforts and resources to use the system and achieve organizational goals. Results suggest that practical HRIS usefulness can positively influence decision-making in Hanang District.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.732E-16	0.020		0.000	1.000
Perceived HRIS usefulness	0.064	0.027	0.064	2.386	0.018

Source: Data Analysis, 2023

RECOMMENDATION

Promote and enhance the perceived usefulness of HRIS among employees through training programs, providing adequate resources and support, and emphasizing the benefits of HRIS in improving decision-making processes. Provide reliable technical support for the system users, provision of training, and close follow-up to improve the implementation of HRIS in Tanzania. Utilize HRIS to identify trends in employee turnover, areas where changes in compensation or benefits packages are needed, and

areas where organizations lag behind competitors.Use HRIS to determine which employees are eligible for promotions and identify employees needing additional training or development opportunities. Design effective programs to improve employees' and the company's performance as well as build a happy workforce by using HRIS for human resource analysis is the basis of HR planning and most business decision-making.

CONCLUSION

In conclusion, the study on "The Influence of HRIS Usefulness on Effective Decision Making at Hanang District Council" has provided valuable insights into the impact of Human Resource Information System (HRIS) implementation on decision-making processes within the local government setting. The findings suggest a nuanced relationship between the effectiveness of HRIS and the overall decision-making landscape at Hanang District Council. The assessment of the current state of HRIS implementation revealed a significant reliance on the system for various human resource management functions, highlighting its integral role in the council's daily operations. The evaluation of HRIS's impact on data accessibility emphasized its positive contribution to providing decision-makers with timely and accurate information, enabling them to make well-informed choices related to staffing, training, and resource allocation.

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