THE INFLUENCE OF ELECTRONIC HUMAN RESOURCE

MANAGEMENT PRACTICES ON PERFORMANCE OF BUKOBA

MUNICIPAL COUNCIL, KAGERA, TANZANIA

ELIUD STASHON

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CERTIFICATION

The undersigned certify that, we have read and hereby recommend for acceptance by the Open University of Tanzania a research proposal titled: *"The Influence of Electronic Human Resource Management Practices on Performance of Bukoba Municipal Council, Kagera, Tanzania"* in partial fullfilment of the requirements for the Degree of Master of Human Resource Management (MHRM).

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Dr. Janeth Isanzu

(1st Supervisor)

....

Date

....

Dr. Chacha Alfred Matoka

(2nd Supervisor)

....

Date

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DECLARATION

I, **Eliud Stashon**, declare that, the work presented in this dissertation is original. 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 requirements for the Degree of Master of Human Resource Management (MHRM).

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Signature

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Date

DEDICATION

This work is dedicated to my family. Their support and calmness throughout my research with busy schedules have given me strengths to accomplish my research in a very peacefully way. May our Almighty's grace and blessings be upon them always.

ACKNOWLEDGEMENTS

ABSTRACT

This study aimed at assessing the influence of electronic human resource management practices on performance of Bukoba municipal council, Kagera, Tanzania. It consisted of three specific objectives: to determine the influence of employee electronic learning management practice, examine the effect of electronic communication management practice and determine the impact of electronic attendance management practice on performance of Bukoba Municipal Council. Guided by the Technology Acceptance Model theory, the study used the positivist philosophy and a quantitative approach supported by a descriptive survey research design. Simple random sampling technique was used to select 116 participants from a targeted population of 164. The methods for data collection were questionnaires. Descriptive and multiple linear regression analysis were used to analyze data. The findings showed that, employee electronic learning, electronic communication and electronic attendance human resource management practices positively and significantly affected the performance of Bukoba municipal council. This study concludes that, e-learning management practice, e-communication management practice and e-attendance human resource management practices foster the performance of Bukoba municipal council. It is suggested that, e-learning, e-communication and e-attendance human resource management practices should be enhanced by the local government authorities in Tanzania.

Keywords: *E-HRM practices, e-learning, e-communication, e-attendance, organizational performance, local government authorities.*

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LIST OF ABBREVIATIONS

ATT: Attitude Towards Use

AU: Actual Use

BI: Behavioral Intention

CD-ROM: Compact Disk-Read Only Memory

CSR: Current Status of Research

DPGS: Directorate of Post-Graduate Studies of The Open University of

              Tanzania

DT: Digital Transformation

EAMP: Electronic Attendance Management Practice

ECMP: Electronic Communication Management Practice

EELMP: Employee Electronic Learning Management Practice

E-HRM: Electronic Human Resource Management

FDI: Foreign Direct Investment of Tanzania

HDs: Heads of Departments

HR: Human Resource

HRIS: Human Resources Information System

HRM: Human Resource Management

HROs: Human Resource Officers

ICT: Information and Communication Technology

IT: Information Technology

NBS: National Bureau of Statistics of Tanzania

PEU: Perceived Ease of Use

PI: Performance Indicators for Bukoba Municipal Council

PU: Perceived Usefulness

QR-Code: Quick Response Code

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter introduces the study about the influence of e-HRM practices on performance of Bukoba municipal council, Kagera, Tanzania. It presents the background of the study, problem statement and research objectives. It also covers significance, scope and organization of the study.

1.2 Background of the Study

In order to maintain any organization's competitive advantage, efficacy and efficiency, the use of technology including digital transformation (DT) of human resource (HR) practices have become very important all over the world; especially by considering technology usage within the value chain and the impact of change on employees, daily operations and values of any organization (Nicolas-Agustin *et al.,* 2021). These daily operations depend on human resource managers who hire, develop and motivate their employees in order to get higher levels of organization's performance (Oyoru, 2023).

Due to the tremendous advancement in technology, HR officers have minimized some tasks and duties vested to them and those tasks are now performed by several other departments in that behalf in their organizations (Ahmed, 2019). Evidence indicated that, the investment of ICT by several organizations improves productivity and profitability (Elsawy & Ali, 2021). Employers and managers use e-HRM to access fundamental human resource management (HRM) operations, functions and

documents through web interface which can be accessed at any time through electronic data network, information, services, databases, tools, applications and transactions connected to HRMs' offices (Blom, Du-Plessis, & Kazeroony, 2019).

Ahmed (2019) posited that, there are several e-HRM practices which can be employed by organizations to improve their performance which include e-performance evaluation or appraisal, e-recruitment and selection, e-compensation management, e-surveillance, e-attendance, e-time management, and e-leave management; others can be e-learning and training (Iqbal *et al.,* 2019). Calvard and Jeske (2018) defined e-HRM as the "planning, implementation, and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities."

Evidence indicated that, the integration of e-HRM in any organization is very beneficial. For example, in Brazil, it was found that, the adopted e-HRM in organizations improved productivity, recruitment, training, and performance management; furthermore, it enhanced the engagement of employees, communication within the staff and fostered innovations (Silva, Silva, & Júnior, 2019). In Ghana, it was evidenced that, e-HRM had eased the collection, storage, use and dissemination of employees' information and data; furthermore, it had enabled easy interaction between and among employees and employers, jobs and task responsibilities, and supervisory roles (Amoako *et al.,* 2022). Despite the benefits of the adoption of e-HRM in any organization, its implementation is faced with challenges. These challenges can be lack of infrastructure, low access to internet

services and negative perceptions to its adoption (Silva, 2023). Others can be high maintenance and cost of setting up of the systems, inadequate skilled labor as well as information technology (IT) support (Winarto, 2018).

The United Republic of Tanzania (URT) is not an exception to the challenges encountering the adoption and usage of e-HRM in various organizations. For example, Shah, Michael, and Chalu (2020) in the small and medium enterprises (SMEs) in Dar es Salaam, found that, despite the implementation of e-HRM, it was faced with inadequate technical knowledge, electric supply, infrastructure, speed and line quality to be among the challenges facing the usage and adoption of e-HRM in organizations.

Despite the challenges in the implementation of e-HRM, studies showed that, Tanzania has managed to adopt the same in her public institutions. For instance, in the Tanzania Investment Centre, the National Bureau of Statistics (2018) and Tanzania's Foreign Direct Investment, there was an increase of 24.25% in 2017 in comparison to 2016 which increase had increased job opportunities, foreign investment, decreased workload on human resource managers and easy ways of piling-up files and data (Nyoni, 2019; Myovella & Kisava, 2018; URT, 2019). This study employed the Technology Acceptance Model (TAM) Theory as it was crafted by Davis in 1989. This theory is underpinned on two key factors, that is: influence of innovation acceptance and how it is acted upon both which triggers 'perceived usefulness and perceived ease of use' (Qader *et al.,* 2022). Wang *et al.,* (2020) posited that, the adoption and use of e-HRM practices improved work performance

and end-user behavior in any organization. Based on the facts above, this study assessed the influence of e-HRM practices on the performance of Bukoba Municipal Council in Kagera, Tanzania, because this municipal council, despite thef`` adoption of e-HRM, it encounters several challenges in employing several HR practices such as e-learning, e-communication and e-attendance management practices with which their ineffective implementation negatively affected her performance.

1.3 Statement of the Problem

It is not in dispute that, technological advancements in the world have tremendously transformed HR practices and the same has improved organizational efficiency, productivity, employees' commitment and efficacy (Kleiman & De-Menezes, 2019; Nascimento & Figueiredo, 2019). Numerous studies were conducted on the influence of e-HRM practices on organizational performance but they were not conducted in government institutions. For instance, the one of Obama *et al.,* (2020) was conducted in the private University of Maryland in Kenya where it was found out that, e-recruitment and e-compensation were used by the HRM and it was found that, they improved organizational performance by improving workforce' agility, productivity, effectiveness and flexibility.

Those which were conducted in Tanzania by Shah, Michael, Chalu (2020) were conducted on "e-HRM and motivation in the manufacturing industries in Dar es Salaam." The findings showed that, e-recruitment, e-compensation, e-knowledge management influenced employees' motivation. The study by Shah *et al.,* (2020) despite dealing with e-HRM practices, was carried out in industries in Dar es Salaam

and did touch on the influence of e-learning, e-communication and e-attendance management practices. Furthermore, it did not deal with organizational performance but employees' motivation.

Furthermore, the one conducted by Ngatunga (2020) despite being conducted in Kasulu district council found that, human resource strategies were not fully implemented which later affected the performance of the council. Based on the facts above, there is a notable gap which need to by this study by assessing the influence of e-learning, e-communication and e-attendance management practices on the Bukoba municipal council in Kagera region.

1.4 Research Objectives

1.4.1 General Objective

This study aimed at investigating the influence of electronic human resource management practices on performance of Bukoba municipal council, Kagera, Tanzania.

1.4.2 Specific Objectives

i. To determine the influence of employee electronic learning management practice on performance of Bukoba Municipal Council;

ii. To examine the extent electronic communication management practice affected the performance of Bukoba Municipal Council; and

iii. To determine the extent electronic attendance management practice impacted the performance of Bukoba Municipal Council.

1.5 Significance of the Study

This study would contribute existing knowledge by closing the identified gap and also open for future related studies in local government authorities and other public sector. It would help the government to acquire deep understanding of the efficiency and efficacy of e-HRM practices and their contributions toward improving operational performance of all local government authorities in Tanzania. The obtained knowledge would help human resources officers to identify the merits and demerits of some e-HRM practices in improving their respective local government authorities. To the employees, the study would help them to acquire proper understanding of the significant and positive effect of employee electronic learning, electronic communication and electronic attendance management practices on performance of Bukoba Municipal Council.

1.6 Scope of the Study

This study investigated the influence of e-HRM practices on performance of Bukoba Municipal Council. It was conducted in the geographical boundaries of this area. Human resource managers, heads of departments, units, and other staff members were selected purposely to varnish information relevant to the study within thirty days.

1.7 Organisation of the Study

This study comprised of five chapters. Chapter one presented the general introduction where the background to the study, problem statement, research objectives, significance and scope of the study were addressed. Chapter two was

about literature review in which definitions of key concepts, review of theories and empirical literatures were discussed; others were research gaps, conceptual framework and research hypotheses. Chapter three concerned with research methodology where research philosophy, approach and design were discussed. Others included, targeted population, sample size sampling procedure, study area and the methods for collecting data were discussed. Furthermore, data analysis procedure, validity and reliability, and ethical issues and considerations were presented. Chapter four dealt with findings and discussion while chapter five dealt with the findings' summary, implication, conclusion as well as recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter reviews literatures related to studies that investigated the influence of e-HRM practices on organizational performance. The reviewed literature is organized into the following sub-sections: definitions of concepts, theoretical and empirical literature reviews; others are research gaps, conceptual framework and research hypotheses.

2.2 Definitions of Key Concepts

In this study, the following definitions of concepts were used.

2.2.1 E-HRM Practices

According to Nguyen *et al.,* (2023), e-HRM practices meant all activities of interaction between HR department and employees of that organization by the use of electronic devices. Shah *et al.,* (2020) defined e-HRM practices as the "planning, implementing and applying the information technology for both networking and supporting" among employees while performing their shared HR activities. Al-Harazneh (2021) was of the view that, e-HRM practices connoted the integration of IT applications with the functions of the human resource in an organization. In this study, e-HRM practices are referred to as the usage and applications of various electronic devices and programmers by the employees to help HR department to undertake other obligations vested to the HR department.

2.2.2 E-Learning Management Practice

Babatope *et al.,* (2023) defined e-learning management practice as any 'training, or educational programme using electronic tools, programmers, and procedures for knowledge development, management, and transfer' through 'led group, self-study, with subject matter expert, web-based, computer-based (CD-ROM), and video/audiotapes.' According to Dubey *et al.,* (2023), e-learning management practice entails the usage of ICT in enhancing teaching, learning and assessment in an organization. Asamoah and Avenorgbo (2021) defined e-learning management practice as a "remote training and learning process through the use of the internet or intranet, which helps individuals acquire the knowledge and skills they need to improve their performance in various disciplines and aspects of general knowledge". In this study, e-learning management practice was referred to as interacting with various devices in acquiring knowledge and skills for the furtherance of an institution performance.

2.2.3 E-Communication Management Practice

According to Umar *et al.,* (2020), e-communication management practice entails involvement of sending and receiving electronic messages through computer systems or internet services such as voicemails, emails or cell phones for the purpose of offering workers' access to the internet in a fast, effective and easy way to perform their jobs. According to Taule *et al.,* (2022), e-communication management practice is process of supporting predictable inquiries that help organizations gain data and insight in areas of inquiry. Becker *et al.,* (2018) defined e-communication management practice 'as the use of electronic tools by employees to handle work-

related materials or maintain contact with people during work time.' In this study, e-communication management practice was referred to as sharing of information quickly through electronic devices for the furtherance of the institution's effectiveness, efficiency and productivity.

2.2.4 E-Attendance Management Practice

E-attendance is a state of controlling employees to be at their assigned workplace during the necessary hours via electronic attendance system through the recognition of faces, finger prints and QR-Code technology (Oludayo *et al.,* 2023). Rahman *et al.,* (2023) defined e-attendance management practice as a "process of automatic recording and tracking an employee attendance using technology such as facial expression or fingerprint-based biometric attendance system". Lubis *et al.,* (2022) defined e-attendance management practice as the use of technology to recognize and verify employee's identity or track their movements within an institution. In this study, e-attendance management practice was referred to as the electronic tracking of the employee's whereabouts in an institution by the use of finger-prints.

2.2.5 Organizational Performance

According to Thathsara and Sutha (2021), organizational performance is a result of all operations undertaken by a certain institution and that, their defects are reflected in the institution. Ismail *et al.,* (2021) defined organizational performance as 'the process to enhance the well-being and effectiveness of the organization through planned intervention.' According to Nurmadiah and Rosyadi (2022), organizational performance is 'all work achieved by employees in any institution by carrying out

the tasks assigned to them based on skills, experience, sincerity and time.' In this study, organizational performance was referred to as improved productivity and deliverance of quality services.

2.2.6 Local Government Authorities

Local government authorities are all places manned by the workers employed by the government and those places are run through the directives of the government (Adeniran *et al.,* 2023). According to Dunne *et al.,* (2021), local government authorities entail all bodies under the central government with legal power to regulate and evaluate various activities to the citizens on behalf of the central government. Local government authorities are all bodies that fulfill the policies stipulated by the central government (Díaz-Llamas *et al.,* 2023). In this study, local government authorities were referred to as all places run by the workers employed by the local or central government.

2.3 Theoretical Literature Review

The study adopted the Technology Acceptance Model (TAM) Theory.

2.3.1 Technology Acceptance Model Theory

This theory was crafted by Davis in 1989 but underpinned on two key principles: *'perceived usefulness* and *perceived ease of use'* (Qader *et al.,* 2022). Wang *et al.,* (2020) posited that, the adoption and use of e-HRM practices in any organization have improved work performance and end-user behavior. The use of technology encourages the extended use within an organization (Jin *et al.,* 2019).

However, studies indicated that, the adopting and using e-HRM practices in organizations faced several challenges despite their usefulness and ease to use. For example, observations made by Shah *et al.,* (2020) in Tanzania found that, the implementation of e-HRM practices in organizations in Dar es Salaam were faced with inadequate technical knowledge, electric supply, infrastructure, speed and line quality.

The theory undergoes several criticisms for its weaknesses that, no single model in TAM can overcome all limitations and employees are forced to change their behaviors in lieu to the expectations of the HRMs and the company which may lead to employee underperformance (Marikyan & Papagiannidis, 2023). Despite the weaknesses of this theory, it deemed appropriate to this study because it enabled employees to accept various use of technology and its applications and change inappropriate behaviors in the furtherance of the Bukoba Municipal Council's effectiveness and productivity through e-learning, e-communication and e-attendance human resource management practices despite the challenges underlying the implementation of the same in various organizations (Matimbwa & Masue, 2019; Shah *et al.,* 2020).

2.4 Empirical Literature Review

2.4.1 Influence of Employee Electronic Learning Management Practice

In the United Arab Emirates (UAE), Alsharhan, Alloum, and Shaalan (2021) assessed the "impact of e-learning as a knowledge management tool in organizational performance." It used a qualitative research approach. Instruments for collecting data

were documentary reviews. The findings unveiled that, e-learning impacted the performance of the organization by increasing employee's competency, quality training and accelerated innovation rates; furthermore, it minimized training and travel costs which were incurred by the organization.

In Bahrain, Islam (2022) assessed the "impact of e-training and development on job performance with reference to Arab countries." This study employed a quantitative research approach with a case study research design. Data were collected through questionnaires and the same were descriptively and inferentially analyzed. The findings established that, e-learning improved production, quality of services and customer satisfaction which later improved organizational performance.

Gama, Chipeta, and Chawinga (2022) conducted a study on "electronic learning benefits and challenges in Malawi's higher education institutions." The study employed a qualitative research approach. The tools for collecting data were only documentary reviews. The study found that, e-learning minimized organizations' costs since it reduced transportation and accommodation costs; furthermore, it accommodated work and learning simultaneously, allowed numerous accesses and updated information.

In Tanzania, Mkongo and Macha (2022) investigated the "impact of human capital management information system on organizational performance at the TRA Head-Quarters in Dar es Salaam." It used a mixed-methods research approach supported by the case study research design. Instruments for collecting data collections were

questionnaire and interview. Frequencies, percentages, mean scores, standard deviations and simple linear regression analysis were used for data analysis. The results showed that, e-learning practices improved online customer services and satisfaction, increased number of trained staff and professionalism.

2.4.2 Effect of Electronic Communication Management Practice

In Pakistan, Afridi, Turi, Zaufishan, and Rosak-Szyrocka, (2023) assessed the "impact of digital communications on project efficiency through ease of use and top management support." Quantitative research approaches with a descriptive survey research design were employed while questionnaires were used for collecting data. Data were descriptively and inferentially analyzed. The results demonstrated that, digital communication tools positively and significantly impacted the performance of the project. Abdel-Qader (2021) examined the "influence of e-conferences and e-meetings on increasing communication skills among leaders in Jordanian mining and manufacturing industries." The study employed a quantitative research approach. Instruments for collecting data were questionnaires. Data analysis was done through mean scores, standard deviations and simple linear regression. Findings revealed that, e-communication had a positive and significant relationship with the performance of the mining and manufacturing industries by improving skills like quick decision-making, problem solving, consistency and productivity.

In Sri-Lanka, Thathsara and Sutha (2021) investigated the "influence of e-HRM practices on performance of financial institutions." The study employed a quantitative research approach. Tools for gathering data were only questionnaires

and data analysis was done through Pearson correlation analysis and simple regression analysis. The study unveiled that, there was a positive and significant relationship between e-communication and the performance of financial institutions. Umar, Yammama, and Shaibu (2020) studied the "implications of adopting and implementing electronic human resource management practices on job performance in Nigeria." The study used a quantitative research approach. Tools for collecting data were questionnaires. Data were analyzed through the mean scores, standard deviations and multiple linear regression analysis. The study showed that, e-communication significantly and positively affected employee job performance which later influenced organizational performance by improving creative thinking, team briefings via intra-mail systems.

2.4.3 Impact of Electronic Attendance Management Practice

Frigillana, Jocson, Manfre, Muldong, Natividad, and Tiongson (2023) carried a study on the "effects of re-implementing a biometric attendance monitoring system in the electronics engineering department at Don Honorio Ventura State University in Philippine." The study employed a mixed-methods research approach. The methods for gathering data were questionnaires and interviews. Quantitative data were analyzed through descriptive and inferential statistics while qualitative were analyzed thematically. The results unveiled that, electronic attendance effectively and efficiently impacted organizational performance.

In Malaysia, Sun (2022) wanted to know if "employee productivity was boosted psychologically by keeping attendance system, CRS, entrepreneurial intentions, and

machine learning behaviors." It adopted a quantitative method research approach. Data were gathered through questionnaires and the same were analyzed through frequencies and percentages. The findings showed that, the attendance management system positively and significantly influenced organization's productivity because it improved employees' physiological presence.

Bader and Sankar (2019) investigated the "attendance management and employee performance among selected commercial banks in the Kingdom of Bahrain." The study used a quantitative research approach. Instruments for collecting data were questionnaires. Data were analyzed through Pearson's correlation analysis test. The results unveiled that, there was a strong association between electronic attendance and organizational performance because it regularly monitored employees' attendance.

In Nigeria, Jalo, Usman, and Musa (2024) investigated the "effect of computerized biometric clocking system on employee job performance at Specialist Hospital." This study adopted a quantitative research approach with the aid of a descriptive survey research design. The methods for gathering information were questionnaires. Data were analyzed through descriptive and inferential statistics. The results showed that, there was a negative relationship between e-attendance and employee job performance.

Debrah *et al.,* (2020) conducted a study on "fingerprint employee clocking system at the University of Energy and Natural Resources in Ghana." The study employed a

case study research design. It also employed a quantitative method research approach. Questionnaires were only instruments for gathering information. Data analysis was performed through frequencies and percentages. Findings showed that, e-attendance improved employees' attendance which in turn it ensured fast and easy data retrieval and staff monitoring.

Table 2.1: Summary of the Past Related Studies

S/N	Author (year)	Title	Country	Methodology (Data analysis)	Main findings
1.	Islam (2022)	"Impact of E-Training and Development on Job Performance With Reference to Arab Countries"	The Kingdom of Bahrain	Quantitative research approach, a case study research design, questionnaires, descriptive and inferential statistics	E-learning improved production, quality of services and customer satisfaction which later improved organizational performance
2.	Alsharhan *et al.,* (2021)	"Impact of E-Learning as a Knowledge Management Tool in Organizational Performance"	The United Arab Emirates	Qualitative method research approach, documentary reviews.	E-learning impacted the performance of the organization by increasing employee's competency, quality training and accelerated innovation rates; furthermore, it minimized training and travel costs which were incurred by the organization.
3.	Gama *et al.,* (2022)	"Electronic Learning Benefits and Challenges in Higher Education Institutions"	Malawi	Qualitative method research approach, documentary reviews.	E-learning minimized organization's costs, reduced transportation and accommodation costs.
4.	Mkongo & Macha (2022)	"Impact of Human Capital Management Information System on Organizational	Tanzania	Mixed-methods research approach, case study research design,	E-learning practices improved online customer services and satisfaction,

		Performance at the TRA Head-Quarters in Dar es Salaam"		questionnaires and interviews. Frequencies, percentages, mean scores, standard deviations and simple linear regression for data analysis	increased number of trained staff and professionalism
5.	Afridi *et al.,* (2023)	"Impact of Digital Communications On Project Efficiency Through Ease of Use and Top Management Support"	Pakistan	Quantitative research approach, descriptive survey research approach, questionnaires, descriptive and inferential statistics	Digital communication tools positively and significantly impacted the performance of the project
6.	Abdel-Qader (2021)	"Influence of E-Conferences and E-Meetings on Increasing Communication Skills among Leaders in Mining and Manufacturing Industries"	Jordan	Quantitative research approach, questionnaires. Data analysis was done through mean scores, standard deviations and simple linear regression	E-communication positively and significantly affected the performance of the mining and manufacturing industries.
7.	Thathsara & Sutha (2021)	"Influence of E-HRM Practices on Performance of Financial Institutions"	Sri-Lanka	Quantitative research approach. Questionnaires, data analysis was done through Pearson correlation analysis and simple regression analysis.	E-communication had the relationship with the performance of financial institutions.
8.	Umar *et al.,* (2020)	"Implications of Adopting and Implementing Electronic Human Resource Management Practices on Job Performance"	Nigeria	Quantitative research approach. Questionnaires.	E-communication significantly and positively affected Employee job performance which later influenced organization performance by improving

					creative thinking, team briefings via intra-mail systems.
9.	Frigillana *et al.,* (2023)	"Effects of Re-Implementing a Biometric Attendance Monitoring System in the Electronics Engineering Department at Don Honorio Ventura State University"	Philippine	Mixed-methods research approach, questionnaire and interviews, descriptive (frequencies and percentages), inferential statistics, thematic analysis	Electronic attendance effectively and efficiently impacted organizational performance
10.	Bader & Sankar (2019)	"Attendance Management and Employee Performance among Selected Commercial Banks"	Bahrain	Quantitative method research approach. Questionnaires. Data were analyzed through Pearson's correlation analysis test	There was a strong association between electronic attendance and organizational performance because it regularly monitored employees' attendance
11.	IJalo *et al.,* (2024)	"Effect of Computerized Biometric Clocking System on Employee Job Performance at the Specialist Hospital"	Nigeria	Quantitative research approach, descriptive survey research design, questionnaires. Data were analyzed through descriptive and inferential statistics.	e-attendance negatively affected employee job performance
12.	Debrah *et al.,* (2020)	"Fingerprint Employee Clocking System at the University of Energy and Natural Resources"	Ghana	Case study research design, quantitative research approach. Questionnaires. Data analysis was performed through frequencies and percentages	E-attendance improved employees' attendance.
13.	Sun (2022)	"Employee Productivity is	Malaysia	Quantitative method	The findings showed that,

| | | Boosted Psychologically by Keeping Attendance System, CRS, Entrepreneurial Intentions, and Machine Learning Behavior" | | research approach. | the attendance management system positively and significantly influenced organization's productivity because it improved employees' physiological presence |

Source: The Researcher (2024)

2.5 Research Gap

Contextually, little attention was given on the influence of e-HRM practices on performance of local government authorities both internationally and locally (Thathsara & Sutha, 2021; Umar *et al.,* 2020). Yet, the one which was conducted in Tanzania (Mkongo & Macha, 2022), did not address itself on the matter as the proposed study delved but on the "impact of human capital management information system on organizational performance at the TRA Head-Quarters in Dar es Salaam." Based on the facts above, there was a need to address the issues in Bukoba Municipal Council.

Additionaly, none of the reviewed literature was anchored on Technology Acceptance Model Theory unlike the ones which adopted Human Capital and Social Justice Theories (Debrah *et al.,* 2020; Sun, 2022). In regard to methodology, some of the studies used qualitative method research approaches (Alsharhan *et al.,* 2021; Gama *et al.,* 2022) and case study research design (Debrah *et al.,* 2020; Mkongo & Macha, 2022) unlike the proposed one which used a quantitative research approach with a descriptive survey research design. Furthermore, some studies analysed data by frequencies and percentages (Ali *et al.,* 2018; Debrah *et al.,* 2020; Mkongo & Macha, 2022; Sun, 2022) unlike the current one which analysed data through frequencies, percentages, mean scores, standard deviations and inferential analysis.

2.6 Conceptual Framework

In this study, the conceptual framework meant a summary of the relationship among the variables.

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┌─────────────────────────┐
│ E-Learning  Management  │ ─────────────┐
│ Practice                │               \
└─────────────────────────┘                \
                                             ↘
┌─────────────────────────┐          ┌─────────────────────────┐
│ E-Communication         │ ───────→ │ Performance of Bukoba   │
│ Management Practice     │          │ Municipal Council       │
└─────────────────────────┘          └─────────────────────────┘
                                             ↗
┌─────────────────────────┐                /
│ E-Attendance            │ ──────────────┘
│ Management Practice     │
└─────────────────────────┘
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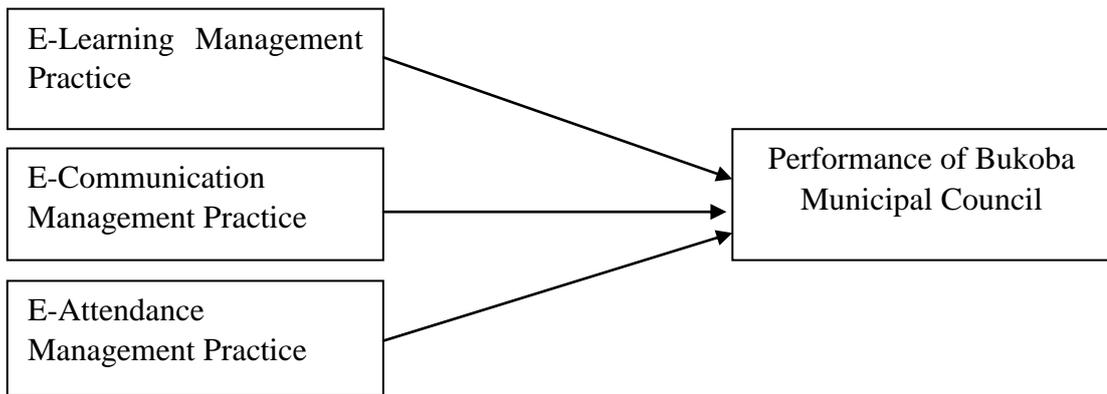
Figure 2.1: Conceptual Framework Diagram

Source: Davis' Technology Acceptance Model (1989)

2.7 Theoretical Framework

Figure 2.1 above illustrated the influence of e-HRM practices on performance of Bukoba municipal council, Kagera, Tanzania. The independent variables were e-learning management practice, e-communication management practice and e-attendance management practice while the dependent variable was performance of Bukoba municipal council. The researcher believed that, the variables were statistically related. The assumption was that, if e-learning management practices, e-communication management practice and e-attendance management practice would not be enhanced, there would be poor performance of Bukoba municipal council. Likewise, effective implementation of e-learning management practice, e-communication management practice and e-attendance management practice would positively and significantly affect the performance of Bukoba municipal council.

2.8 Statistical Hypotheses

Three statistical hypotheses were used in this study.

H_{01}: There is no any statistical significant and positive effect between employee electronic learning management practice and performance of Bukoba municipal council.

H_{02}: There is no any statistical significant and positive effect on electronic communication management practice and performance of Bukoba municipal council.

H_{03}: There is no any relationship between electronic attendance management practice and performance of Bukoba municipal council.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter describes how the proposed study was conducted. It presents the research philosophy, research approach, research design, and area of the study; other areas are targeted population, sample size and sampling techniques, data collection methods, data analysis, data cleaning and processing; furthermore, validity and reliability of the study and lastly logistical issues and ethical considerations.

3.2 Research Philosophy

The study used the Positivist Philosophy by Auguste Comte (1798-1857). The Positivist Philosophy enables a researcher to put questions in the real world and allow the nature to answer back (Bernard, 2020). It also assumes that, there is a relationship between variables (Park, Konge, & Artino, 2020). The positivistic approach has some weaknesses. One of the weaknesses is that, "it generalises the results of the study; and in so doing, it neglects other individuals' understandings and interpretations which could have revealed plenty of truths about the reality" (Kivunja & Kuyini, 2017). Despite its weaknesses, this philosophy was adopted because it enabled the researcher to collect numerical data which later helped the same to make a statistical relationship between the variables of this study.

3.3 Research Approach

The study used a quantitative research approach. This approach was used because it was relevant to the chosen positivistic research paradigm. Furthermore, with this

approach, the current researcher collected numerical data which helped to make relationship between the variables of the study (Park *et al.,* 2020).

3.4 Research Design

Descriptive survey research design was used in this study. It was preferred because it described events and behaviors as they appeared in their natural settings (Ige, 2019) in regard to the influence of e-HRM practices on performance of Bukoba Municipal Council. Furthermore, this design helped the researcher to generalize the findings in all local government authorities situated in Kagera region.

3.5 Area of the Study

The study was carried in Bukoba municipal council. This area has an estimated population ofn144 938 people (71 277 men, 73 661 women) (URT, 2022). Currently, this municipal council has 15 departments and 4 units (URT, 2022). The area was chosen because little was known in regard to the influence of e-HRM practices on performance of Bukoba municipal council. Furthermore, the study by Shah, Michael, Chalu (2020) was conducted in the manufacturing industries in Dar es Salaam and it assessed the effect of e-recruitment, e-compensation and e-knowledge management on employees' motivation. It was not conducted in Bukoba Municipal Council or in any local government authority and it did not assess or examine the influence of the proposed variables in the current study. This situation sensitized the researcher to carry out this study in this area to fill in both geographical and knowledge gaps in regard to the influence of employee electronic learning, electronic communication and electronic attendance human resource management practices on performance of Bukoba municipal council.

3.6 Targeted Population

The targeted population for this study included 6 human resource officers, 14 heads of departments (HDs), 4 heads of units (UHs), and 140 staff members (SMs). According to the Bukoba Municipal Council Human Resource Management Office (2023) with a total of 164 employees at the headquarters including HDs and UHs. These were selected to give insights on how e-learning, e-communication and e-attendance management practices influenced the performance of Bukoba municipal council.

Table 3.1 Targeted Population

Department/Unit	Targeted Population	Percentage (%)
Head of Human Resource Office	06	0.6
Heads of Departments	14	8.5
Heads of Units	04	2.4
All other Staff Members	140	88.5
Total	164	100.0

Source: Human Resource Office of Bukoba Municipal Council (2024)

3.7 Sample Size and Sampling Techniques

3.7.1 Sample Size

116 respondents participated in the study and they were determined by the Taro Yamane sample size formula (1967):

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

Where n=corrected sample size, N=total population, 1=constant, **e**=margin of error (MoE)=0.05 which is (5%). In this study, N was 164 employees; **e** in this study, while 95% is confidence level. Therefore,

$$n= \frac{164}{1+ 164 * (0.05)^2},$$

$$n= \frac{164}{1.41}$$

$$n= \quad 116$$

Table 3.2: Distribution of Respondents (n=116)

Respondents' Category	Sample Size	Percentage (%)
Human Resources Officers (HROs)	4	3.4
Unit heads (UHs)	2	1.7
Other Heads of Departments	14	12.1
Other Staff Members (SMs)	96	82.8
Total	116	100.0

Source: The Researcher (2024)

3.7.2 Sampling Procedure

Simple random sampling technique was used to select the participants of the study.

3.7.2.1 Simple Random Sampling Technique

This technique was used to select 4 HROs, 14 HDs, 2 UHs and 96 SMs. These were selected because of their being supervisors in their respective departments or units and were in the position to give insights how e-learning, e-communication and e-attendance management practices influenced the performance of Bukoba municipal council. Papers with numbers and blank ones were put in a bucket where each participant in a particular department or unit was asked to pick any paper among the papers. Those who picked papers with letters were included in the study. This technique was useful because it gave equal chances to all participants to be included in the study without any discrimination (Bhardwaj, 2022).

3.8 Data Collection Methods

In this study, questionnaires were used as instruments for collecting data. Structured questions were distributed to 116 respondents. These questions were preferred to because they allowed respondents to give specific answers (Bhardwaj, 2022) on the influence of e-learning, e-communication and e-attendance management practices on performance of Bukoba municipal council.

3.9 Variables and Measurement Procedures

In this study, all three independent variables (e-learning, e-communication and e-attendance management practices) and one dependent variable (performance of Bukoba municipal council) were measured by using the Likert rating scale. This rating scale consisted of five options (*1=strongly disagree, 2=disagree, 3=undecided, 4=agree, and 5=strongly agree*). This 5-Likert rating scale was opted for because the researcher intended to obtain opinions and experiences regarding the influence of e-HRM practices on performance of Bukoba Municipal Council. Furthermore, this instrument was preferred to because it helped the researcher to gather information from a large group of people and in a very short time (Bhardwaj, 2022). Table 3.3 shows the number of opted items in each variable.

Table 3.3: Number of Items in Each Variable and their Adoptions

Variable	Number of Items	Where Adopted
Electronic Learning Management Practice	7	
	e-learning increases trained and professional staff	Mkongo & Macha (2022)
	e-learning practices improve online customer services	Mkongo & Macha (2022)
	e-learning enables an employee to accommodate work and learning at the same time	Mkongo & Macha (2022)
	e-learning minimizes training costs which would be incurred by the institution	Alsharhan, Alloum, & Shaalan (2021)
	e-learning fosters employee's pace of learning	Alsharhan, Alloum, & Shaalan (2021)
	e-learning accelerates employee innovation rate	Alsharhan, Alloum, & Shaalan (2021)
	e-learning reduces accommodation costs which would be incurred by the institution	Gama, Chipeta, & Chawinga (2022)
Electronic Communication Management Practice	4	
	e-communication improves consistency at work	Abdel-Qader (2021)
	e-communication supports the quick implementation of activities in an institution on time	Umar, Yammama, & Shaibu (2020)
	e-communication enhances free flow of information in an institution	Umar, Yammama, & Shaibu (2020)
	e-communication improves creative thinking skills through intra-mail systems	Abdel-Qader (2021)
Electronic Attendance Management Practice	4	
	e-attendance saves time in monitoring and managing employees	Debrah *et al.,* (2020)
	e-attendance practice fosters easy employee attendance records	Sun (2022)
	e-attendance monitors employee's attendance at work	Sun (2022), Bader & Sankar (2019)
	e-attendance fosters employee's accountability	Debrah *et al.,* (2020)

Source: The Researcher (2024)

3.10 Data Cleaning Process

In this stage, data or their parts which were incomplete, incorrect, inaccurate or irrelevant were replaced, modified, or deleted. Microsoft excel sorted out the collected data while the SPSS processed the Cronbach's Alpha for the variables (Liu, Wu, & Yuan, 2020). The identified discrepancies were immediately removed.

3.11 Data Analysis

In this study, data were analyzed using frequencies, percentages, mean scores, standard deviations and multiple linear regressions. The mean scores were used because they took into account an individual' responses while standard deviations showed how far each individual's responses dispersed from the mean scores (Andrade, 2020). Multiple linear regressions were computed to show the relationships between the variables (Park *et al.,* 2020).

3.12 Multiple Linear Regression

The multiple linear regression analysis was computed to establish statistical significance levels between independent variables (e-learning, e-communication and e-attendance management practices) and dependent variable (performance of Bukoba municipal council). The *p-value*≤0.05 was used to measure the significance level of relationship between independent variables and dependent variable.

The multiple linear regression is specified as $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$ where:

Y = dependent variable (performance of Bukoba municipal council)

X_S = independent variables

a = Y intercept, where the regression line crosses the Y axis

b_1, b_2, b_3= slope for X_1, X_2, X_3 on Y

X_1 = e-learning management practice

X_2 = e-communication management practice

X_3 = e-attendance management practice and

ε = error term

3.13 Assumptions of Multiple Linear Regression Model

According to Jarantow *et al.,* (2023), there are about three assumptions of error terms underlying the model. These include:

3.13.1 Linearity

Linearity was checked and tested by a scatter plot. To check for linearity in the study, independent and dependent variables are assumed to be linear and if not, then, the findings may be incorrect (United States Pharmacopeia, 2023a). This means that, in order for errors to be assumed normally distributed, the line should show an upward slope running from left to right (United States Pharmacopeia, 2023b).

This would mean that, the findings have been correct and coefficient significances have been appropriately corrected and determined (United States Pharmacopeia, 2023c). Another important thing is that, the mean error of the regression model must be zero meaning that, the line obtained is not biased while the variance of errors should be positive and constant meaning that, the variables have positive correlation (Saha & Wang, 2019).

3.13.2 Multicollinearity

Multicollinearity was tested by using variance inflation factor (VIF) and the level of tolerance. According to Akram *et al.,* (2023), in order to test for multicollinearity, independent variables are assumed not to be independent of each other and the level of tolerance must be set from 0 to 1. According to Akram *et al.,* (2023), the acceptable range of the VIF must be less than 10(<10) and less than or equal to 1 for tolerance measure.

3.13.3 Normality

The study applied the skewness and kurtosis values to assess normality in the model. According to Jarantow *et al.,* (2023), in order to show the absence of outlier problems in the study, the skewness values should not be greater than 3 while kurtosis values should not be greater than 10. The absence of outliers in the study means that, variables are normally distributed and the model becomes supported (Jarantow *et al.,* (2023).

3.14 Validity of Research Instruments

In this study, face validity was used to establish the validity of instruments in which the supervisors, researcher's fellow students, academicians were consulted. Validity was ensured through these people by looking into the accuracy of statements, scales and format of questionnaires (Estremera, 2024). The opinions from the supervisors, fellow students and some academicians assisted the researcher to improve the instruments before the real data collection session (Mohajan, 2017).

3.15 Reliability of Research Instruments

In this study, the Cronbach's Alpha was calculated by the SPSS software version 28.0 to determine internal consistencies of variables. According to Creswell and Creswell (2018), internal consistencies of variables range from the values of 0 to 1 where 1 is a perfect consistency. Schrepp (2020) informed that, the scale with Cronbach's Alpha between .70 and above is considered good and acceptable.

3.15.1 Individual Item Reliability Scale Results

The internal consistencies using Cronbach's Alpha were tested among the variables before they were administered to the participants. Table 4.2 shows the results of the scale test. The Cronbach's Alpha for employee electronic learning management practice with 7 items was .866 found to be good and acceptable whereas that of electronic communication management practice with 4 items indicated .769 signifying good and acceptable. The Cronbach's Alpha regarding electronic attendance management practice with 5 items was .647 which was moderate and acceptable while the internal consistency for the performance of Bukoba municipal council with 5 items was .890 indicated good and acceptable.

Table 3.4: Individual Item Reliability Scale Results

S/N	Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items	Strength of Association
1.	EELMP	.866	.858	7	Good and acceptable
2.	ECMP	.769	.797	4	Good and acceptable
3.	EAMP	.647	.651	5	Moderate and acceptable
4.	PI	.890	.895	5	Good and acceptable

EELMP=Employee Electronic Learning Management Practice, ECMP=Electronic Communication Management Practice, EAMP= Electronic Attendance Management Practice, PI=Performance Indicators for Bukoba municipal council

Source: Data Analysis (2024)

3.16 Ethical Considerations

Before data collection, clearance and permission letters were first sought from the Directorate of Post-Graduate Studies (DPGS) of The Open University of Tanzania and the Director of Bukoba Municipal Council. Thereafter, the researcher visited the departments and units to explain the purpose of study; during this time, participants were explained that, their confidentiality was assured by not allowing any respondent to disclose his/her details (Swedan *et al.,* 2020). They were also explained that, any participant was free to drop out of the study if he/she thought not to be part of it.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Chapter Overview

This chapter presents analyses and discusses the findings of the study. It aimed at answering the specific objectives of the study. The discussion of the findings based on the general objective of the study. Specifically, the study assessed the influence of employee e-learning, e-communication and e-attendance management practices on performance of Bukoba municipal council.

4.2 Response Rate

In this study, questionnaires were distributed to 116 respondents but only 110 respondents returned completed and returned the questionnaires. The response rate was 94.8% capable for statistical analysis. According to Akram *et al.,* (2023), the response rate above 70% is considered an excellent one. This response rate of 94.8% was excellent to provide information for the analysis and developing conclusion.

4.3 Demographic Descriptive Statistics Results

This section presents the respondents' general characteristics who were involved in the study. Their characteristics were to be assessed because they were so important to provide essential features in relation to the influence of e-HRM practices on performance of Bukoba municipal council. Frequencies and percentages were used to analyze their characteristics and included: age, gender, levels of education and working experience. The age of the majority from Table 4.1 were within 18-25 years with the 41.8% while those within 26-35 years had 30.9%. Those ranging from 36-45

years had 16.4% while those with 46 and above years had 10.9%. Gender wise, the preliminary data analysis indicates that, majority were males with 66.4% while the remaining 33.6% were females. The researcher also was interested to find out the respondents' education levels. The respondents' education levels involved certificate, diploma, Bachelor's degree, Master's degree and Doctorate (PhD).

The analysis showed that, 60.9% were diploma holders and 19.1% were certificate holders. Those with Bachelor Degrees had 14.5%, with Master Degrees had 05.5% and there was no any respondent with a Degree of Philosophy (PhD). The study aimed to determine the respondents' working experience. The analysis showed that, majority had the working experience within 7-10 years equivalent to 40.9% followed by those within 11 and above years with 29.1%. Others were those within 1-3 years with 15.5% and those falling within 4-6 years were equivalent to 14.5%.

Table 4.1: Demographic Results

S/N		Frequency	%	Mean	Std. Dev.
	Age			1.96	1.013
1.	18–25	46	41.8		
	26–35	34	30.9		
	36–45	18	16.4		
	46 and Above	12	10.9		
	Total	110	100.0		
2.	**Gender**			0.66	0.475
	Males	73	66.4		
	Females	37	33.6		
	Total	110	100.0		
3.	**Education Levels**			2.06	0.745
	Diploma holders	67	60.9		
	Certificate holders	21	19.1		
	Bachelor degree holders	16	14.5		
	Master degree holders	06	5.5		
	PhD holders	NIL	NIL		
	Total	110	100.0		
4.	**Working Experience**			2.85	1.008
	1-3 years	17	15.5		
	4-6 years	16	14.5		
	7-10 years	45	40.9		
	11 and above years	32	29.1		

Source: Data Analysis (2024)

4.4 Variable Descriptive Statistics Results

The study aimed at assessing the influence of e-HRM practices on performance of local government authorities in Tanzania. Descriptive statistics were computed for the assessment the influence of e-HRM practices on performance of Bukoba municipal council in regard to the variables under scrutiny. These variables include: employee e-learning, e-communication and e-attendance management practices and performance of Bukoba municipal council. Where the mean scores and standard deviations have been used to present data, the scale of interpretation followed this sequence: 1.00–2.59 disagreed, 2.60–3.39 undecided while 3.40–5.00 agreed.

4.4.1 The Influence of Employee Electronic Learning Management Practice

The first specific objective of the study determined the influence of employee electronic learning management practice on performance of Bukoba municipal council. Data were analyzed using the mean scores and standard deviations. Table 4.2 shows the computation of the descriptive statistics. The results established that, respondents agreed that, employee electronic learning management practice increases trained and professional staff (M=3.63, Std. Dev=1.367) and improves online customer services (M=3.63, Std. Dev=1.413). Furthermore, the respondents agree that, employee electronic learning management practice enables employees to learn while working (M=3.45, Std. Dev=1.412) and it minimizes training costs (M=3.44, Std. Dev=1.358). The respondents denied that, employee electronic management practice accelerates employee innovation rate (M=3.00, Std. Dev=1.521) and reduces accommodation costs which would be incurred by the institution (M=1.92, Std. Dev=1.321).

Table 4.2: Results for Employee Electronic Management Practice

Responses	N	Mean	Std. Deviation
e-learning increases trained and professional staff	110	3.63	1.367
e-learning practices improve online customer services	110	3.63	1.413
e-learning enables an employee to accommodate work and learning at the same time	110	3.45	1.412
e-learning minimizes training costs which would be incurred by the institution	110	3.44	1.358
Valid N (list wise)	110		

Source: Data analysis (2024)

4.4.2 The Effect of Electronic Communication Management Practice

The second specific objective examined the effect of electronic communication management practice on performance of Bukoba municipal council. Data were

analyzed through the mean scores and standard deviations. Table 4.3 shows the computation of descriptive statistics. The findings showed that, electronic communication management practice improves consistency at work (M=3.95, Std. Dev=2.080), supports quick implementation of various activities (M=3.76, Std. Dev=1.292) and enhances free flow of information (M=3.70, Std. Dev=1.331). However, the respondents disagreed that, e-communication management practice improves creative thinking skills through intra-mail systems (M=2.27, Std. Dev=1.367).

Table 4.3: Results for Electronic Communication Management Practice

Responses	N	Mean	Std. Deviation
e-communication improves consistency at work	110	3.95	2.080
e-communication supports the quick implementation of activities in an institution on time	110	3.76	1.292
e-communication enhances free flow of information in an institution	110	3.70	1.331
Valid N (list wise)	110		

Source: Data analysis (2024)

4.4.3 The Impact of Electronic Attendance Management Practice

The third specific objective of the study determined the impact of electronic attendance management practice on performance of Bukoba municipal council. Data were analyzed in terms of mean scores and standard deviations. Table 4.4 shows the computation of descriptive statistics. The results revealed that, electronic attendance management practice saves time in monitoring and managing employees (M=3.85, Std. Dev=1.262), fosters easy employee attendance records (M=3.75, Std. Dev=1.272) and monitors employee's attendance at work (M=3.75, Std. Dev=1.308).

The respondents strongly disagreed that, electronic attendance management practice fosters employee's accountability (M=2.15, Std. Dev=1.407) or encourages attendance of employees at work (M=1.76, Std. Dev=1.234).

Table 4.4: Results for Electronic Attendance Management Practice

Responses	N	Mean	Std. Deviation
e-attendance saves time in monitoring and managing employees	110	3.85	1.262
e-attendance practice fosters easy employee attendance records	110	3.75	1.272
e-attendance monitors employee's attendance at work	110	3.75	1.308
e-attendance fosters employee's accountability	110	2.15	1.407
e-attendance encourages attendance at work	110	1.76	1.234
Valid N (list wise)	110		

Source: Data analysis (2024)

4.4.4 The Performance Indicators of Bukoba Municipal Council

The study assessed the performance indicators of Bukoba municipal council. Data were analyzed using the mean scores and standard deviations. Table 4.5 shows the computation of descriptive statistics. The findings unveiled that, e-HRM practices minimized institutional running costs (M=3.93, Std. Dev=1.325), improved easy access and timely fundamental operations (M=3.85, Std. Dev=1.240), and interactions among employees (M=3.79, Std. Dev=1.355). Additionally, e-HRM practices foster quick exchange of information for immediate actions (M=3.58, Std. Dev=1.316) and facilitate identification of employees associated with unprofessional behaviors (M=3.40, Std. Dev=1.510).

Table 4.5: Results for Performance Indicators of Bukoba Municipal Council

Responses	N	Mean	Std. Deviation
Minimized running costs of the institution	110	3.93	1.325
Easy access to fundamental HRM operations at any time	110	3.85	1.240
Improved interactions among employees	110	3.79	1.355
Quick exchange of information for immediate actions	110	3.58	1.316
Facilitated identification of employees associated with unprofessional behaviors	110	3.40	1.510
Valid N (list wise)	110		

Source: Data analysis (2024)

4.5 Variable Transformations

After the computation of internal consistencies of the variables, there followed transformation process of the same by grouping them. The grouping process started by eliminating all measurements which failed to load into their assumed constructs. The grouping process was performed by using an SPSS computer programme version 28.0 by adding the variables' mean scores of each case. This helped to get construct representative scores for testing the statistical relationship between variables. The output results indicated in Table 4.6.

Table 4.6: Variable Transformation

Variable name	Variable codes	Computations
Employee E-Learning Management Practice	M101 M102 M103 M104 M105 M106 M107	M101+M102+M103+M104+M105+M106+M107
E-Communication Management Practice	M201 M202 M203 M204	M201+M202+M203+M204
E-Attendance Management Practice	EA301 EA302 EA303 EA304 EA305	EA301+EA302+EA303+EA304+EA305
Performance of Bukoba Municipal Council	M401 M402 M403 M404 M405	M401+M402+M403+M404+M405

Source: Data analysis (2024)

4.6 Assumptions of Multiple Regression Analysis

Before running the multiple linear regression models, the fundamental assumptions of the model were to be tested.

4.6.1 Linearity

In this study, linearity was checked and tested by a scatter plot. The findings showed that, the variables were linear, and therefore, the results were correct. Additionally, errors were normally distributed because the line showed an upward slope running from left to right, and the coefficient significances were correctly determined.

Furthermore, the findings showed that, the mean error of the model was zero because the line obtained was unbiased while the variance of errors was positive and constant. It is concluded that, the variables had a positive correlation.
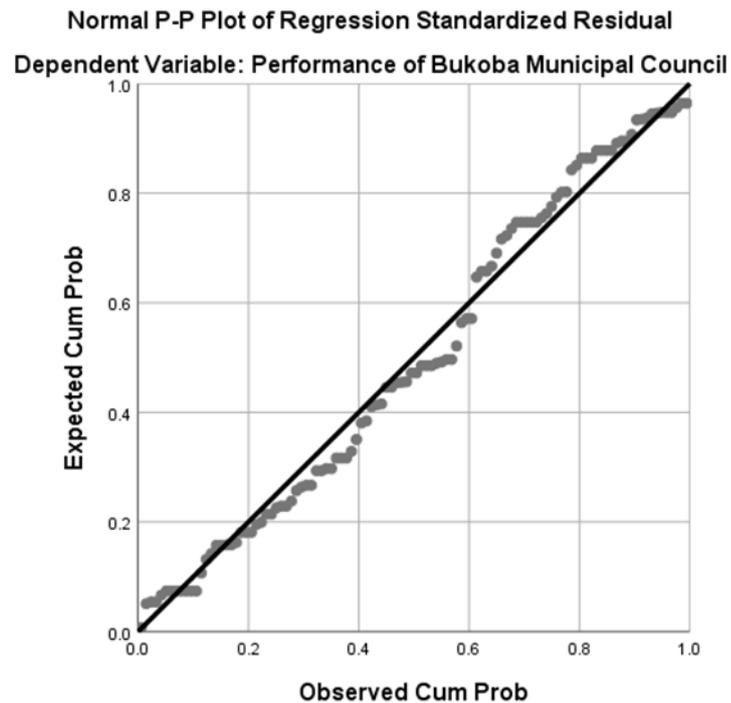
Figure 4.1: Scatter Plot showing checked Errors for Linearity

Source: Data Analysis (2024)

4.6.2 Multicollinearity

This study performed the multicollinearity test aimed at testing the level of tolerance of independent variables. From the output, the results in Table 4.7 showed that, collinearity statistics for employee electronic learning management practice had a tolerance measure of 0.191 with the variance inflation factor of 5.235, electronic communication management practice had the tolerance level of 0.204 with the variance inflation factor 4.908 while electronic attendance management practice had

the tolerance level of 0.313 with the variance inflation factor of 3.198. According to Akram *et al.,* (2023), the acceptable range of the VIF must be less than 10(<10) and less than or equal to 1 for tolerance measure. This would mean that, the predictors were dependent of each other and multicollinearity was possible in the model. Since the tolerance levels of all the predictors were less than 1 and their VIF were less than 10, it is concluded that, there no was multicollinearity and the model was supported.

Table 4.7: Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
1 Constant		
Employee Electronic Learning Management Practice	.191	5.235
Electronic Communication Management Practice	.204	4.908
Electronic Attendance Management Practice	.313	3.198

a. Dependent Variable: Performance of Bukoba Municipal Council

Source: Data analysis (2024)

4.6.3 Normality

The study analyzed the skewness and kurtosis values to determine the normality assumptions in the model. According to Jarantow *et al.,* (2023), in order to show the absence of outlier problems in the study, the skewness values should not be greater than 3 while kurtosis values should not be greater than 10. The absence of outliers in the study means that, variables are normally distributed (Jarantow *et al.,* 2023).

The tests for normality were computed on three independent variables (employee electronic learning management practice, electronic communication management practice and electronic attendance management practice) and one dependent variable

(performance of Bukoba municipal council). The output results in Table 4.8 indicated that, employee electronic learning management practice has the negative skewness value of 0.538 and the negative kurtosis value of 1.341. Electronic communication management practice has the positive skewness value of 0.231 and the positive kurtosis value of 2.474. Electronic attendance management practice has the positive skewness value of 0.467 and the negative kurtosis value of 0.361. Lastly, performance of Bukoba municipal council has the negative skewness value of 1.131and the positive kurtosis value of 0.007. Since all the skewness values were less than 3 and kurtosis values were less than 10, the analysis indicated that, all variables had a normal distribution and therefore, this assumption was met.

Table 4.8: Normality

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employee Electronic Learning Management Practice	110	-.538	.230	-1.341	.457
Electronic Communication Management Practice	110	-.538	.230	-1.341	.457
Electronic Attendance Management Practice	110	-.538	.230	-1.341	.457
Performance of Bukoba Municipal Council	110	-.538	.230	-1.341	.457
Valid N (list wise)	110				

Source: Data analysis (2024)

4.7 Multiple Regression Analysis

Under this study, multiple linear regression analysis aimed at showing the relationship between each predictor and the dependent variable was performed to determine how predictor X affected dependent variable Y.

4.7.1 Model Summary

Table 4.9 presents the model summary showing the statistical relationship between the predictors and the dependent variable. The output findings showed that, the R value is 0.738 equivalents to 73.8%. This implies that, there is a strong relationship between the variables under the study. Additionally, the output showed that, R=0.545 which meant that, the predictors explained 54.5% of the moderate variation in the performance of Bukoba municipal council. The variance of 45.5% was a result of other factors not in the model. The adjusted R^2=0.532 equivalent to 53.2%. This implies that, the moderate change in the performance of Bukoba municipal council was influenced by the change in employee e-learning, e-communication and e-attendance management practices.

Table 4.9: Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.738[a]	.545	.532	.771	.545	42.322	3	106	.000

a. Predictors: (Constant), Electronic Attendance Management Practice, Electronic Communication Management Practice, Employee Electronic Learning Management Practice

b. Dependent Variable: Performance of Bukoba Municipal Council

Source: Data analysis (2024)

4.7.2 Analysis of Variance (ANOVA)

The findings of the output in Table 4.10 indicated that, the model had less than 5% level of significance (p<0.05), the numerator df= 3 and denominator df= 106 while the computed F value is 42.322. Since p=0.000<0.05, the regression model

statistically and significantly predicted and determined the influence of e-HRM practices on performance of Bukoba municipal council.

Table 4.10: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.453	3	25.151	42.322	.000[b]
	Residual	62.993	106	.594		
	Total	138.447	109			

a. Dependent Variable: Performance of Bukoba Municipal Council

b. Predictors: (Constant), Electronic Attendance Management Practice, Electronic Communication Management Practice, Employee Electronic Learning Management Practice

Source: Data analysis (2024)

4.7.3 Regression Coefficients

The study aimed at comparing the contribution of each predictor on dependent variable as shown below:-

$Y = a + b_1X_1 + b_2X_2 + b_3X_3$. This meant that, $Y= 1.583+ 0.453X_1+0.519X_2+ 0.266X_3$. The output results in Table 4.11 indicated that, employee electronic learning management practice has the regression coefficient (Beta) of positive 0.453 and p= 0.003. This implies that, employee electronic learning management practice positively and significantly affected the performance of Bukoba municipal council ($X_1= 0.453$, p=0.003<0.05). Furthermore, the findings indicate that, a change in employee electronic learning management practice results in an increase of 0.453

units on the performance of Bukoba municipal council if all other factors are held constant. Findings on electronic communication management practice has the regression coefficient (Beta) of 0.519 equivalent to 51.9% with p=0.001. This implies that, electronic communication management practice has a statistically positive and significant relationship with the performance of Bukoba municipal council (X_2=0.519, p=0.001<0.05). It further signifies that, when electronic communication management practice increases by one unit and the other predictors remain constant, the performance of Bukoba municipal council increases by 0.519 units.

Furthermore, findings showed that, electronic attendance management practice has the regression coefficient of negative 0.266 and the p=0.025. The implication of this finding is that, electronic attendance management practice positively and significantly impacted the performance of Bukoba district council (X_3= 0.266, p=0.025<0.05). This finding also signifies that, a change in one unit in electronic attendance management practice will result to an increase of 0.266 units in the performance of Bukoba municipal council if other predictors remain constant.

Table 4.11: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
1 (Constant)	1.583	.280		5.651	.000
Employee Electronic Learning Management Practice	.488	.161	.453	3.024	.003
Electronic Communication Management Practice	.491	.137	.519	3.578	.001
Electronic Attendance Management Practice	-.359	.158	.266	-2.274	.025

a. Dependent Variable: Performance of Bukoba Municipal Council

Source: Data analysis (2024)

4.8 Summary of Hypothesis Testing

This study aimed at determining the influence of e-HRM practices on performance of Bukoba municipal council, Kagera, Tanzania. In order to achieve the overall objective of the study, the same was driven by three null hypotheses which could be accepted or rejected. Additionally, the statistical tests were determined to assess the validity of specific objectives of the study. The results in Table 4.12 indicated that, there was a rejection of all three null hypotheses. The regression model showed that, employee electronic learning management practice positively and significantly affected the performance of Bukoba municipal council (Beta=0.453, p=0.003<0.05). There was a rejection of this null hypothesis. Electronic communication management practice positively and significantly had the relationship with the performance of Bukoba municipal council (Beta=0.519, p=0.001<0.05). This hypothesis was also not accepted. Additionally, electronic attendance management practice had a statistically positive and significant impact on the performance of Bukoba district council (Beta= 0.266, p=0.025<0.05). Also, there was a rejection of this hypothesis.

Table 4.12: Summary of Hypotheses Testing

Hypothesis	Model	Coefficient P-Value	Conclusion
H_{01}: There is no any statistical significant and positive between employee electronic learning management practice and performance of Bukoba municipal council.	Multiple Regression model	p=0.003<0.05	**Rejected H_{01}**
H_{02}: There is no any statistical significant and positive effect on electronic communication management practice and performance of Bukoba municipal council.	Multiple Regression model	p=0.001<0.05	**Rejected H_{02}**
H_{03}: There is no any relationship between electronic attendance management practice and performance of Bukoba municipal council.	Multiple Regression model	p=0.025<0.05	**Rejected H_{03}**

Source: Data analysis (2024)

4.9 Discussion of the Findings

The discussion is based on the findings as they were generated from the analysed data. They were to be compared and/or contrasted with the previous related studies. Any contribution of each study was highlighted. By doing so, it helped to get deeper understanding of the influence of e-HRM practices on the performance of local government authorities in Tanzania.

4.9.1 Influence of Employee Electronic Learning Management Practice on the Performance of Bukoba Municipal Council

This study determined the influence of employee electronic learning management practice on performance of Bukoba municipal council. The study informed that, employee electronic learning management practice significantly and positively

influenced the performance of Bukoba municipal council. This implied that, a change in one unit in employee electronic learning management practice results in an increase of one unit in the performance of Bukoba municipal council if all other factors were held constant. This is due to the fact that, employee electronic learning management practice increased trained and professional staff and improved online customer services. These findings concur with those of Mkongo and Macha (2022) who reported that, e-learning practices improved online customer services and satisfaction, and increased a number of trained staff and professionalism. Furthermore, the findings revealed that, employee electronic learning management practice enabled employees to learn while working and it minimized training costs. This finding resembles that of Alsharhan *et al.,* (2021) who informed that, e-learning impacted the performance of the organization by minimizing training and travel costs which were incurred by the organization. Additionally, Gama *et al.,* (2022) reported that, e-learning accommodated work and learning among employees at the same time.

4.9.2 Effect of Electronic Communication Management Practice on the Performance of Bukoba Municipal Council

This study related the effect of electronic communication management practice with the performance of Bukoba municipal council. The results showed that, electronic communication management practice positively and significantly related with the performance of Bukoba municipal council. This finding is supported by Abdel-Qader (2021), and Thathsara and Sutha (2021) who asserted that, e-communication showed a positive and significant effect on the performance of the organization by improving

skills such as quick decision-making, problem solving, consistency and productivity. Additionally, the findings showed that, electronic communication management practice improved consistency at work, supported quick implementation of various activities and enhanced free flow of information.

Furthermore, findings showed that, electronic communication management practice did not improves creative thinking skills among employee through intra-mail systems. This finding was contrary to the findings of Yammama, and Shaibu (2020) who showed that, e-communication significantly and positively affected employee job performance which later influenced organization performance by improving creative thinking through team briefings via intra-mail systems.

4.9.3 Impact of Electronic Attendance Management Practice on the Performance of Bukoba Municipal Council

This study determined the impact of electronic attendance management practice on performance of Bukoba municipal council. The results from the multiple linear regression analysis revealed that, electronic attendance management practice showed a statistically positive and significant impact on the performance of Bukoba municipal council. Furthermore, the findings demonstrated that, electronic attendance management practice saved time in monitoring and managing employees. This finding is supported by Sun (2022) who informed that, e-attendance management system positively and significantly influenced organization's productivity because it improved employees' physiological presence. Additionally, the findings showed that, electronic attendance management practice fostered easy

employee attendance records and monitored employee's attendance at work. These findings concur with those of Bader and Sankar (2019) who reported that, there was a strong association between electronic attendance and organizational performance because it regularly monitored employees' attendance. These findings are also supported by Debrah *et al.,* (2020) who also informed that, e-attendance improved employees' attendance which in turn ensured fast and easy data retrieval and staff monitoring.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter presents the summary of the study, implication, conclusions, recommendations and limitations based on key findings of the study as they were depicted in the specific objectives.

5.2 Summary of the Key Findings

The key findings of the study indicated that, employee electronic learning management practice, electronic communication management practice and electronic attendance management practice significantly and positively influenced the performance of Bukoba municipal council.

5.3 Implication of the Study

5.3.1 Implication to the Lcal Government Authorities

Local government authorities should make sure that, electronic human resource systems are installed at the workin places, working properly and in-service training should be provided to all employees on how to use them.

5.3.2 Implication to the Human Resource Managers

Human resource managers enhance e-learning, e-communication and e-attendance management practices because they all positively and significantly affect the performance of local government authorities. Additionally, the human resource managers should also use other e-HRM practice for the furtherance of the organisation.

5.3.3 Implication to the Employees

Employees should make sure that, they are trained and be able to use other e-HRM practices other than e-learning, e-communication and e-attendance management practices because they seem to improve organizational performance.

5.4 Conclusions

This section presents the conclusions based on the major findings obtained in the field.

5.4.1 Influence of Employee Electronic Learning Management Practice on the Performance of Bukoba Municipal Council

It is concluded that, employee electronic learning management practice significantly and positively influence the performance of Bukoba municipal council. This is due to the fact that, employee electronic learning management practice increases trained and professional staff, improved online customer services, enables employees to learn while working and it minimizes training costs.

5.4.2 Effect of Electronic Communication Management Practice on the Performance of Bukoba Municipal Council

The study concludes that, electronic communication management practice positively and significantly affects the performance of Bukoba municipal council. This is due to the fact that, electronic communication management practice improves consistency at work, supports quick implementation of various activities and enhances free flow of information.

5.4.3 Impact of Electronic Attendance Management Practice on the Performance of Bukoba Municipal Council

On this aspect, it is concluded that, electronic attendance management practice positively and significantly affects the performance of Bukoba municipal council. This is because, electronic attendance management practice saves time in monitoring and managing employees, fosters easy employee attendance records and monitors employee's attendance at work.

5.5 Recommendations

Based on the findings of the study, the following recommendations are made.

5.5.1 Recommendations Based on Findings

It is suggested that, employee electronic learning, electronic communication and electronic attendance human resource management practices should be enhance by the human resource managers in the local government authorities because they improve organizational performance in several ways. This is because they minimize institutional running costs, improve easy access and timely fundamental operations and interactions among employees. Additionally, these e-HRM practices foster quick exchange of information for immediate actions and facilitate identification of employees associated with unprofessional behaviors.

5.5.2 Recommendations for Further Studies

i. It is suggested that, such kind of a study should also be conducted in other remaining districts of Kagera region so as to get a deep understanding of the phenomenon.

ii. The current study employed a quantitative method research approach, hence insufficient opinions from participants. A future study can employ a qualitative approach to capture detailed participants' opinions about the phenomenon.

5.6 Limitations of the Study

The researcher faced several limitations in gathering information. These were as follows: Some participants were too bureaucratic, reluctant and failed to submit their responses according to the scheduled time-table. The researcher addressed this limitation by reminding them from time to time through mobile phone calls and sometimes visited their respective departments/units for the collection of the same. Secondary, despite failing of some respondents to be too reluctant in submitting their responses on time, some of the respondents totally failed to return the questionnaires because of several reasons including sickness and transfers. The researcher mitigated this situation by analyzing data with the available questionnaires.

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APPENDICES

Appendix 1: Questionnaires for All Participants

1.   Introduction

Dear respondent,

My name is **Eliud Stashon,** a student longing for the Degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania. Kindly fill the information as per the instructions of each question. In this questionnaire, kindly choose an item from the items in the table below and assign a tick **[√]** as indicated.

SECTION A: DEMOGRAPHIC INFORMATION

Personal details

1.   Age   (Years)

  i. 18-25   years

  ii. 26-35   years

iii. 36-45 years

iv. 46 years and above

2.   Your gender/sex is …….

i.   Female

ii.   Male

3.   Level of education

i.   Certificate

ii.   Diploma

iii. Bachelor Degree

iv.   Master Degree

v.   PhD

4. Working Experience……….

<table>
<tr><td>i.</td><td>1-3 years</td></tr>
</table>

i.   1-3 years

ii. 4-6 years

iii. 7-9 years

iv. 11 and above years

2.1 Influence of Employee Electronic Learning Management Practice in Bukoba Municipal Council

KEY: Strongly Agree=5; Agree=4; Undecided=3; Disagree=2; Strongly Disagree=1

No.	Item	Response				
		5	4	3	2	1
1.	e-learning accelerates employee innovation rate					
2.	e-learning minimizes training costs which would be incurred by the institution					
3.	e-learning reduces accommodation costs which would be incurred by the institution					
4.	e-learning enables an employee to accommodate work and learning at the same time					
5.	e-learning increases trained and professional staff					
6.	e-learning practices improve online customer services					
7.	e-learning fosters employee's pace of learning					

2.2 Effect of Electronic Communication Management Practice in Bukoba Municipal Council

KEY: Strongly Agree=5; Agree=4; Undecided=3; Disagree=2; Strongly Disagree=1

No.	Item	Response				
		5	4	3	2	1
1.	e-communication improves consistency at work					
2.	e-communication improves creative thinking skills through intra-mail systems					
3.	e-communication enhances free flow of information in an institution					
4.	e-communication supports the quick implementation of activities in an institution on time					

2.3 Impact of Electronic Attendance Management Practice in Bukoba Municipal Council

KEY: Strongly Agree=5; Agree= 4; Undecided=3; Disagree=2; Strongly Disagree=1

No.	Item	Response				
		5	4	3	2	1
1.	e-attendance monitors employee's attendance at work					
2.	e-attendance encourages attendance at work					
3.	e-attendance practice fosters easy employee attendance records					
4.	e-attendance fosters employee's accountability					
5.	e-attendance saves time in monitoring and managing employees					

2.4 Performance Indicators of the Bukoba Municipal Council

KEY: Strongly Agree= 5; Agree= 4; Undecided=3; Disagree= 2; Strongly Disagree= 1

No.	Item	Response				
		5	4	3	2	1
1.	Quick exchange of information for immediate actions					
2.	Minimized running costs of the institution					
3.	Facilitated identification of employees associated with unprofessional behaviours					
4.	Easy access to fundamental HRM operations at any time					
5.	Improved interactions among employees					

Thank you very much

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/PG202101368   **6th May, 2024**

District Executive Director,

P.O BoX 284,

BUKOBA.

Dear Director,

RE: RESEARCH CLEARANCE FOR MR ELIUD STASHON PG202101368

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 **Eliud Stashon Reg. No PG202101368:),** pursuing **Master Human Resource Management (MHRM).** We here by grant this clearance to conduct a research titled **"Influence of Electronic Human Resource Management Practices on Performance of Local Government Authorities**

in Tanzania : A case of Bukoba Municipal Council ". He will collect Projects his data at your area from 7th May, 2024 to 30th 15, 2024.

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. Gwahula Raphael Kimamala
For: VICE CHANCELLOR

THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

BUKOBA MUNICIPAL COUNCIL
(All Correspondences should be directed to the Municipal Director)

Ref. No. BMC/E.10/19/VOL.XXX/151   08/05/2024

<u>**TO WHOM IT MAY CONCER**</u>

RE: RESEARCH PERMIT FOR MR. ELIUD STASHON PG202101368

The above heading refers.

2. I hereby introduce to you the above named an apprentice from Open University of Tanzania pursuing Master Human Resource Management (MHRM) who is intending to collect data for conducting a research titled **"Influence of Electronic Human Resource Management Practices on Performance of Local Government Authorities"** . A case of Bukoba Municipal Council.

3. **The permit validity until 30/05/2024.**

4. Please accord him any necessary assistance he may need from you.

Yours sincerely,

Humphrey S.Mbise
For: MUNICIPAL DIRECTOR
BUKOBA

CC. Vice Chancellor,
     The Open University of Tanzania,
     Kinondoni Biafra,Kilwa Road;
     P.O.BOX 23409,
     Dar es Salaam

P.O.Box 284, Bukoba, Kagera
Tel: 028 2220226, Fax: 028 2220226, Email: md@bukobamc.go.tz, Website: www.bukobamc.go.tz