

Human resource information systems as a strategic enabler of efficient public service delivery: An empirical analysis of Tanzanian local government authorities

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ABSTRACT

This study examines the role of Human Resource Information Systems in enhancing organizational performance and public service delivery within Tanzanian local government authorities. The study was done at Temeke Municipal Council in Dar es Salaam. Directed by the Resource-Based View theory, the study analyzes how system utilization influences staff performance in service delivery, the effectiveness of recruitment and retention strategies, and data-driven decision-making processes. The study assumes that weak system utilization and limited user competence constrain performance outcomes, while effective system use strengthens operational efficiency and strategic alignment. A quantitative research approach was adopted, using structured questionnaires administered to 86 employees. Data were analyzed using descriptive statistics and multiple regression analysis, with diagnostic tests confirming model reliability, validity, and statistical significance. The findings disclose that all three dimensions of Human Resource Information System utilization significantly affect organizational performance. Success in recruitment and retention emerged as the strongest predictor, followed by service delivery performance and data-driven decision-making. The results further indicate that improvements in work accuracy, recruitment efficiency, onboarding, and availability of reliable employee data enhance overall organizational effectiveness. The study contributes theoretically by emphasizing the Resource-Based View in a public-sector context and practically by providing evidence to support investment in system functionality, staff training, and analytics capabilities.

Keywords: Data-Driven Decision-Making, Human Resource Information Systems, Local Government Authorities, Organizational Performance, Recruitment and Retention, Service Delivery, Tanzania

I. INTRODUCTION

The role of the Human Resource Information System (HRIS) in public organization performance is critical in enhancing efficiency, decision-making, and overall effectiveness (Matimbwa & Masue, 2019). Human Resource Information System [HRIS] is a comprehensive software and information technology infrastructural system that supports various human resource activities such as recruitment, employee record management, performance management, payroll administration, among others. Human Resource Information System aids in the alignment of human resource activities with the overall organizational objectives. Such alignment enhances the organizational decision-making process as well as the organizational image. By utilizing employee data effectively, HRIS assists in identifying top-performing employees, implementing targeted training and development programs, and ensuring employee retention (Tembhekar, 2021). Through effective Human Resource Information System application, public organizations can solve challenges related to insufficient human resource information management and control of information systems, ultimately leading to enhanced performance and competitiveness (Bangura, 2024).

Human Resource Information System adoption is common as organizations identify the benefits of integrating technology into human resource management, reinforced by mature digital infrastructure and continuous process-improvement cultures. Information management system helps streamline processes, enhance decision-making, and support workforce planning through integrated data and reporting (Mwakyeya & Kimario, 2025; Mtengule et al., 2026; Sigalla & Kimario, 2025). Strategic planning for information systems supports the process of implementation by integrating budgetary planning, skill development, and governance with HRD goals (Angsor & Yusof, 2019). This can be achieved by developing capabilities in HR analytics and HR dashboards (Vadithe & Kesari, 2025). This would enhance the efficiency of processes in hiring staff, managing performance, training management, and salaries (Matlala, 2023).

Many large multinational corporations have fully integrated Human Resource Information System into their Human Resource departments, Strategic planning for information systems facilitates the process of implementation by combining the planning of budgets, skills development, and governance with HRD strategies (Angsor & Yusof, 2019). This could be done by developing skills in Human resource analytics and HR dashboards (Vadithe & Kesari, 2025). This will increase the effectiveness of the hiring management staff, performance management, training management, and salary management (Matlala, 2023). In addition, the implementation of HRIS in developed nations was not restricted

to large organizations. Small and medium-sized enterprises (SMEs) have also recognized the advantages of adopting HRIS to enhance HR management efficiency. In countries like the United Kingdom, HRIS has been widely adopted by SMEs to automate HR processes and maintain accurate employee records (Chartered Institute of Personnel and Development [CIPD]). This, in turn, has allowed SMEs to focus on strategic HR initiatives, such as talent acquisition and talent development, leading to better organizational performance and competitiveness (Vadithe & Kesari, 2025).

In current years, African countries have revealed growing interest in adopting Human Resource Information Systems (HRIS) and related e-HRM solutions to strengthen HR management practices and improve organizational performance. As digital transformation expands across the continent, organizations increasingly view HRIS as a practical way to streamline HR processes, improve information quality, and support evidence-based decision-making in people management (Udekwe et al., 2021). HRIS implementation is also framed as a response to persistent HR challenges in public and service-oriented institutions, including administrative inefficiencies and weak workforce planning, while enabling better talent management and operational coordination (Eyamu et al., 2021; Takawira, 2025). Although African organizations operate in complex institutional and resource environments, HRIS adoption offers pathways for improved workforce management, talent acquisition, and employee development when aligned with organizational strategy and implementation readiness (Amoako et al., 2023).

For instance, in South Africa, the uptake of HRIS and management information systems has gained momentum, particularly in public-sector and health-system settings where reliable workforce information is essential for performance and service delivery (Matlala, 2023; Udekwe et al., 2021). South African organizations are increasingly using HRIS-related platforms to support payroll processing, leave administration, and employee records management, helping reduce administrative burdens and improve data accuracy for compliance and reporting (Udekwe et al., 2021). Furthermore, HRIS-generated information strengthens decision-making by enabling managers to access standardized workforce data for planning and performance monitoring, which supports strategic alignment and improved organizational outcomes (Matlala, 2023; Paje, 2023).

Similarly, in East Africa, HRIS adoption is evident in civil service and public institutions as organizations pursue higher productivity and better HR service delivery through digitized HR practices (Luseno, 2023; Amoako et al., 2023). In Kenya, HRIS practices have been linked to employee performance within the civil service, reflecting the role of HRIS in strengthening records management, performance monitoring, and HR reporting capabilities (Luseno, 2023). In Tanzania, lessons from selected ministries and agencies also indicate that technology-enabled HR alignment can strengthen strategic HR planning and contribute to improved public-sector performance when systems are effectively leveraged and integrated into HR decision processes (Kauzeni et al., 2025).

Tanzania, as an emerging economy in East Africa, is witnessing rapid economic growth and technological advancements. Human Resource Information Systems (HRIS) have gained attention as valuable tools to optimize HR management practices and enhance organizational performance (Matimbwa & Olatokun, 2024). Tanzanian organizations, including both public and private sectors, are recognizing the potential benefits of adopting HRIS to streamline HR processes, improve decision-making, and gain a competitive edge in the market (Kyebyala & Rutenge, 2024). As the country faces workforce-related challenges, such as talent acquisition and retention, HRIS implementation offers opportunities to address these issues and foster a productive and engaged workforce.

The public sector in Tanzania plays a vital role in the country's development and service delivery. However, public organizations face specific challenges, including bureaucratic inefficiencies and limited resources (Mahamoud 2021). Adopting HRIS in the public sector can lead to improved human resource planning, performance appraisal, and employee development, ultimately contributing to enhanced organizational performance (Kyebyala & Rutenge, 2024). The adoption of HRIS in public organizations, such as the districts in the Dar es Salaam Region, can facilitate better data management by centralizing employee records, making it easier to access and maintain up-to-date information (Matimbwa & Olatokun, 2024). This improved data management helps organizations track workforce performance and compliance with HR policies (Kyebyala & Rutenge, 2024). Additionally, HRIS supports talent identification by providing insights into employee skills and potential, enabling better succession planning and career development (Matimbwa & Olatokun, 2024). With accurate data and insights, public organizations can engage in strategic workforce planning, ensuring they have the right talent in place to meet future demands and improve service delivery (Kibona et al., 2024).

Furthermore, however, the private sector in Tanzania has become very competitive, driven by the need to enhance operational efficiencies in their respective industries, as well as talent management. Private sector organizations have resorted to using HRIS in order to enhance their respective recruitment, performance management, and employee engagement practices (Kyebyala & Rutenge, 2024; Matimbwa & Olatokun, 2024). The use of HRIS has been very beneficial in providing valuable insights that have allowed private sector organizations in Tanzania to enhance their respective workforce optimization, skills development, and retention practices, hence improving their overall performance.

Thus, as the nation moves deeper into the digital age, the successful implementation of HRIS is imperative for organizations to match the trends and improve their competitiveness in the market. HRIS implementation in Tanzania

has the promise to transform human resource practices, improve organizational competencies, and instill a culture of learning and development, thus propelling the nation towards economic growth and development.

1.1 Statement of the Problem

Tanzania has more quickly shift from manual administration to digital government through reforms intended to advance transparency, decrease bureaucracy, save time, and lower operational costs by prioritizes inter-institutional coordination and the expansion of e-services, providing an enabling direction for public institutions including Local Government Authorities (LGAs) to digitize core operational functions and improve service delivery according to e-Government Authority (eGA) in 2022. The use of integrated information systems, including human resource information system, in public institutions and Local Government Authorities (LGAs) to improve data accuracy, coordination, and service delivery (Sigalla & Kimario, 2025). However, leveraging information systems could facilitate the organization of targeted training programs to address these shortcomings and increase job satisfaction among employees.

Notwithstanding Human Resource Information System (HRIS) being recognized as a critical contributor to high organizational performance by aiding decision-making, streamlining day-to-day operations, and enhancing the organization's image, many Tanzanian organizations face significant challenges in successfully implementing HRIS programs. Therefore, this study aims to empirically examine human resource Information Systems as strategic enablers of public service delivery by analyzing how Human Resource Information System (HRIS) utilization influences performance in Tanzanian Local Government Authorities, focusing on Temeke Municipal Council.

Therefore, this study aims to empirically assess the role of Human Resource Information System (HRIS) in public organization performance in Temeke Municipal Council.

1.2 Research Objective

- i. Evaluating the effect of Human Resource Information System in enhancing employee performance towards organization performance
- ii. Assessing the effectiveness of Human Resource Information System in recruitment and retention strategies towards organization performance
- iii. Analyzing the role of Human Resource Information System in facilitating data-driven decision-making on organization performance

1.3 Research Questions

- i. How does Human Resource Information System in enhancing employee performance towards organization performance?
- ii. How effective is Human Resource Information System in recruitment and retention strategies towards organization performance? and
- iii. How does Human Resource Information System facilitate data-driven decision-making on organizations performance?

II. LITERATURE REVIEW

2.1 Theoretical Review

The theoretical review for this study will investigate into the Resource-Based View (RBV) theory, proposed by Wernerfelt in 1984. RBV emphasizes that a firm's competitive advantage lies in its internal resources and capabilities rather than external factors. However, as per the RBV theory, resources should be valuable, rare, inimitable, and non-substitutable to attain a competitive advantage in the marketplace. The theory of the Resource-Based View (RBV), as mentioned in the study by Wernerfelt in 1984, asserts that a competitive advantage can be attained by an organization through the utilization of unique resources by the company in the marketplace. This can include physical resources as well as intangible resources such as knowledge, reputation, etc. As mentioned in the study by Barney in 1991, resources should be valuable, rare, inimitable, and non-substitutable to attain a competitive advantage in the marketplace through their effective utilization by the company. Information management is highly valuable for the performance (Sigalla & Kimario, 2025; Kibona et al., 2024)

The Resource-Based View (RBV) provides a useful direction for explaining how HRIS can contribute to superior performance when it is treated as a strategic organizational resource and combined with complementary capabilities. When HRIS is effectively adopted and embedded in day-to-day HR functions, it strengthens human capital management through improved workforce information, standardized HR processes, and better coordination of HR activities across units (Njeru & Muchelule, 2024; Matimbwa & Olatokun, 2024). RBV also implies that performance gains arise when organizations develop resource packages that competitors cannot easily copy such as HRIS integrated with leadership commitment, institutional readiness, and HR-strategy alignment rather than relying on technology alone (Kauzeni et al., 2025). In Tanzanian public institutions, evidence further shows that e-HRM/HRIS outcomes depend on

adoption conditions and organizational factors that shape usage consistency, data quality, and managerial uptake of human resource reports for planning and control (Kyebayala & Rutenge, 2024; Matimbwa & Olatokun, 2024). Therefore, RBV suggests that Tanzanian LGAs can improve service delivery and performance by customizing HRIS to operational needs, strengthening user competence, and continuously upgrading HRIS-enabled analytics to support evidence-based decisions over time (Kauzeni et al., 2025).

2.2 Empirical Review

2.2.1 The Effect of Human Resource Information System (HRIS) Utilization on Staff Performance in Service Delivery.

To examine the effect of Human Resource Information System (HRIS) utilization on staff performance in service delivery, recent empirical and review evidence consistently shows that Human Resource Information System use improves how employees execute human resource-related tasks, access information, and respond to service demands provided the system is usable, trusted, and supported by management. In public and service organizations, staff performance in service delivery is usually echoed in timeliness, accuracy, responsiveness, compliance, and productivity, all of which can be strengthened when Human Resource Information System improves information availability and workflow efficiency (Udekwe et al., 2021; Paje, 2023). At an organizational level, Human Resource Information System utilization has been associated with improved operation efficiency/performance results in relation to coordinating/automating routine human resource activities supporting front-line worker activities (Mahamoud, 2021; Paje, 2023). For instance, in Tanzania, it has been established that human capital management systems can improve an organization's performance in relation to better management/utilization of information relating to human resources used in supervising employees, monitoring attendance-related practices, as well as supporting administrative decisions impacting service provision activities (Mahamoud, 2021).

In relation to the health system in South Africa, it has been established in a systematic review that HRIS utilization is associated with workforce-related benefits as well as operation efficiency factors, both of which have an indirect impact on determining the quality of service provision activities/employee performance expectations (Udekwe et al., 2021). With regard to employees, in relation to public/security sector organizations in Kenya, it has been established that Human Resource Information System utilization is positively associated with employees' performance results, indicating that employees can improve in relation to providing efficient/consistent service provision activities in relation to accurate employees' records, efficient human resource management processes, as well as accessible human resource management services provided in HRIS systems (Luseno, 2023; Njeru & Muchelule, 2024). Of particular significance is an established relationship between HRMIS systems/employee performance in relation to management support at an organization's top level indicating that HRIS systems can improve an organization's performance in relation to HRMIS systems/employee performance relationship in such a manner that it is not purely technical in nature but is further enhanced in relation to management support/leadership in enforcing HRIS system utilization in an organization. Moreover, mechanism-based studies further clarify the relationship between Human Resource Information System utilization and staff performance.

Another important lane is user satisfaction with Human Resource Information System, where if employees are satisfied with Human Resource Information System in terms of usefulness and ease of use, then Human Resource Information System utilization is high, thus increasing processing speed, accuracy, and effectiveness in executing tasks (Sancoko et al., 2022). Furthermore, information quality is another important factor in Human Resource Information System utilization in relation to staff performance, where if Human Resource Information System outputs are accurate, then employees perform well, thus increasing Human Resource Information System satisfaction, thus increasing HRIS utilization in public administration contexts (Widiatmo et al., 2025). Complementary studies have further supported HRIS utilization in relation to staff performance in attitudinal/behavioral mechanisms such as supporting employees in generating innovative responses in relation to job satisfaction, thus increasing HRIS utilization in relation to staff performance in public administration contexts (Yona & Meilani, 2024). Human Resource Information System utilization has an impact on staff performance in that it is used as an important source of information in supporting evidence-based working in relation to decision-making effectiveness in an organization, thus increasing efficiency in executing tasks in relation to HRIS utilization in public administration contexts (Chowdhury & Ahmed, 2025). Thus, studies have justified exploring HRIS utilization as an important factor in relation to staff performance in public administration contexts, thus suggesting that management support, user satisfaction with HRIS, and information quality can be important moderators of HRIS utilization in relation to staff performance in public administration contexts (Luseno, 2023; Sancoko et al., 2022; Widiatmo et al., 2025).

2.2.2 The Effectiveness of Human Resource Information System (HRIS) in Enhancing Recruitment and Retention Strategies.

The specific objective of this study is to assess the effectiveness of Human Resource Information Systems (HRIS) in enhancing recruitment and retention strategies. Current literature shows that Human Resource Information

Systems (HRIS) strengthens recruitment by improving workforce planning, accelerating vacancy processing, widening candidate reach, and supporting structured selection through centralized applicant and employee data (Bangura, 2024). Evidence also suggests that the adoption of Human Resource Information Systems is associated with positive effects on Human Resource Management practices because it facilitates the documentation of job requirements, transparent shortlisting procedures, and expediting the hiring process. These effects are associated with the quality and efficiency of the hiring decisions (Khrais et al., 2021).

In the banking industry, the application of the Human Resource Information Systems has also been associated with positive effects on the overall strategic human resource management practices because it facilitates the implementation of important human resource strategies such as staffing and talent-related decisions (Bah et al., 2022; Magege & Ngirwa, 2023). This suggests that the overall human resource information systems' effectiveness in the recruitment of employees is not only associated with positive effects but is also strategic in nature because the human resource units are in a position to forecast the human resource requirements (Savitri et al., 2024). In relation to retention, the overall human resource information systems' effectiveness is usually associated with the following factors: the management of employees' records, performance monitoring, and the overall human resource services' responses (Bangura, 2024). For example, evidence from higher learning institutions demonstrates that effective Human Resource Information Systems records management improves human resource efficiency and administrative accuracy, which supports employee confidence in human resource processes and can indirectly reinforce retention through reduced errors and clearer human resource communication (Khrais et al., 2021).

In addition, the systematic review in the South African health system highlights that Human Resource Information Systems usage supports workforce monitoring, staffing visibility, and planning, which are essential for retention decisions in environments facing skills shortages and high service pressure (Udekwe et al., 2021). These findings align with the view that retention strategies are strengthened when Human Resource Information Systems enables timely identification of staffing gaps, turnover trends, training histories, and internal mobility options (Amoako et al., 2023). However, the literature also shows that Human Resource Information Systems effectiveness is conditional. Studies identify key success factors such as system quality, user competence, management support, and data accuracy; weaknesses in these areas reduce Human Resource Information Systems value in recruitment and retention by limiting trust in human resource information and discouraging consistent use (Paje, 2023). Moreover, Human Resource Information Systems with enhanced recruitment and retention increasingly depend on analytics capabilities, where human resource dashboards and data insights support proactive retention interventions and evidence-based talent decisions rather than reactive staffing actions. Overall, the reviewed evidence suggests that HRIS is effective in enhancing recruitment and retention strategies when it is well adopted, reliably used, and supported by quality data and analytics thereby enabling efficient hiring, improved employee management, and stronger workforce stability (Bangura, 2024).

2.2.3 The role of Human Resource Information Systems (HRIS) in Facilitating Data-Driven Decision-Making.

The specific objective of this study was to examine the role of Human Resource Information Systems (HRIS) in facilitating data-driven decision-making. In recent literature, Human Resource Information Systems have always been described as an essential infrastructure for converting routine human resource transactions such as data on recruitment, attendance, payroll, performance management, training, and turnover into useful information for management planning and organizational outcome enhancement (Savitri et al., 2024). Accordingly, Human Resource Information Systems assist in data-driven decision-making by integrating data on employees, enhancing the accessibility of organizational data, and facilitating reporting for decision-making (Sancoko et al., 2022).

Evidence further indicates that Human Resource Information Systems improves decision-making effectiveness when it is integrated with analytics capabilities. In addition, Fourth Industrial Revolution practices have amplified expectations for evidence-based human resource practices, where Human Resource Information Systems serve as the primary source system that provides data for various dashboards used for strategic and other types of decisions (Eyamu et al., 2021). In other words, using HRIS for analytics can enable those making decisions to recognize various patterns for employee performances, absenteeism, and turnover, which can lead to more proactive approaches compared to responding to situations that have already occurred (Njeru & Muchelule, 2024). This is also supported by expectations that using human resource analytics can enhance quality decisions, especially since it can produce predictive and diagnostic information that can improve workforce planning and employee performances.

Recent empirical work also demonstrates that human resource information systems use is associated with improved organizational efficiency through enhanced decision-making processes. In service sector organizations, it has been identified that Human Resource Information Systems improves the efficacy of organizational decisions by enhancing the availability of human resource information used in planning and coordination processes (Chowdhury & Ahmed, 2025). Related research has identified that incorporating data analytics within Human Resource management enhances organizational efficacy by enabling the Monitoring, measurement, and evaluation of human resource-related outcomes, thus enhancing the efficacy of Human Resource interventions (Kauzeni et al., 2025). Significantly, the

incorporation of predictive analytics within Human Resource Information Systems has been highlighted to enhance organizational decisions, where human resource information systems provides high-quality historical data, whereas predictive models produce predictions related to future human resource-related issues, such as turnover rates, that influence organizational decisions (Kibona et al., 2024).

However, the literature also suggests that Human Resource Information Systems -driven decision-making depends on information quality and disciplined system use. Human Resource Information Systems supports decisions only when the underlying data are accurate, complete, and consistently updated; otherwise, reporting and analytics may mislead decision-makers and weaken confidence in evidence-based Human Resource management (Savitri et al., 2024). The broader review evidence shows that Human Resource Information Systems contributes to performance through pathways such as improved information processing, faster decision cycles, and enhanced managerial visibility, reinforcing the strategic relevance of Human Resource Information Systems for decision-making in modern organizations. In summary, these studies align with the objective because they demonstrate that an HRIS facilitates data-based decisions due to data centralization, analytics, and improved managerial reporting, all of which enhance workforce planning and management effectiveness outcomes (Chowdhury & Ahmed, 2025).

In spite of the positive advancements in implementing digital government initiatives in Tanzania and encouraging the development and implementation of human resource information systems, there still exists a scarcity in the amount of evidence regarding how the human resource information system contributes to performance improvements in Local Government Authorities in Tanzania. The studies conducted in Tanzania and in the public sector have shown that they are focused only on the level of adoption and the scope of implementation in various organizations in the public sector in Tanzania (Matimbwa & Olatokun, 2024; Kyebyala & Rutenge, 2024). The studies have shown that there exists a scarcity in understanding the various ways in which the human resource information system contributes to performance improvements in various organizations in Tanzania (Savitri et al., 2024). The literature in recent times has shown that the human resource information system contributes to performance improvements in various organizations in Tanzania in various ways, including information quality, user acceptance, and decision-making with the support of analytics tools (Chowdhury & Ahmed, 2025).

III. METHODOLOGY

3.1 Research Design and Research Approach

This research was conducted at the headquarters of the Temeke Municipal Council Headquarter in the Dar es Salaam region of Tanzania. This council was chosen due to the relatively larger number of employees, who in turn contribute maximally in various aspects of human resource management. As such, it was considered appropriate in assessing the significance of the human resource information system in relation to organizational performance. Moreover, the location of the council was convenient in accessing various employees from different departments, which in turn reduced the costs of conducting this research. In this study, a descriptive research design was considered appropriate in providing a systematic explanation of the contribution of the human resource information system in relation to organizational performance within the council. Moreover, a quantitative research approach was considered appropriate in assessing various aspects of this study, which included measuring the relationship in relation to the contribution of the human resource information system in relation to organizational performance. Questionnaires were considered appropriate in this study in accessing various aspects of the quantitative research. Moreover, this research was considered appropriate in providing objective measures of the contribution of the human resource information system in relation to organizational performance.

3.2 Study Area and Target Population

The study was carried out at the headquarters of the Temeke Municipal Council in the Dar es Salaam region in Tanzania. The reason for choosing the municipal council was its large number of employees and well-developed structures in handling its human resource management functions. The geographical location was advantageous in ensuring the efficient collection of data from different sections within the organization, hence reducing possible time and cost constraints in the study. The target group in this study comprised all the employees at the municipal council in Dar es Salaam. The target group included all staff in different sections within the organization knowingly that they are all using the Human Resource Information System. The reason for choosing these individuals was their direct involvement in or connection with the processes in the human resource information system within the organization.

3.3 Sample Size and Sampling Technique

A sample size of 86 respondents was determined using Yamane's formula based on a total population of 110 employees and a 5% margin of error. This sample size was considered adequate because it supports statistical reliability while remaining feasible for data collection within the available time and resources (Creswell & Creswell, 2017). In selecting the respondents, stratified random sampling design was used, which involved dividing the population into

homogeneous strata based on the department and level of job, respectively, to increase the representativeness of the population, reduce sampling bias, and enhance the validity and generalizability of the findings to similar public organizations. Interestingly since the users of this system are all staff then it should be noted the sample size of 86 was all staff of Temeke Municipal Council

3.4 Data Source and Data Collection Methods

Primary and secondary data sources were used to address the study objectives on Human Resource Information System (HRIS) and public organization performance in Temeke Municipal Council. Primary data were collected directly from employees, heads of departments, and heads of units through a survey to obtain firsthand information on Human Resource Information System (HRIS) utilization and its influence on staff service delivery performance, recruitment and retention practices, and data-driven decision-making. Capturing views from respondents enhanced the credibility of the findings by reflecting actual operational experiences. Secondary data were obtained from relevant literature, policy documents, institutional reports, and prior studies on human resource information system and performance in public organizations to provide context and theoretical support that complemented the primary evidence. For data collection, structured questionnaires were hired using a five Point Likert scale to measure perceptions and attitudes toward Human resource information system effectiveness across key functional areas. Closed ended questionnaires were practical to be administered across multiple units, user-friendly, and supportive of achieving a satisfactory response rate. The pilot was sampled to 12 respondents prior to large scale data collection for the validity of this study.

3.5 Data Analysis Methods

Data collected from the structured questionnaires were analyzed using descriptive statistics and multiple regression analysis. Descriptive statistics were used to summarize and present the data, providing an overall profile of key variables such as human resource information system implementation and organizational performance through measures like frequencies, means, and standard deviations, which help reveal central tendencies, dispersion, and general response patterns in the dataset (Creswell & Creswell, 2017; Field, 2018). Multiple regression analysis was then applied to examine the strength and direction of relationships between human resource information system implementation and organizational performance. By applying multiple regression, the study identified which human resource information system features significantly predicted organizational outcomes and the extent to which they explained variations in performance, allowing more nuanced, evidence-based conclusions about Human Resource Information System influence beyond simple associations (Hair et al., 2019; Tabachnick & Fidell, 2025). Overall, these techniques were selected because they support clear data summarization and robust hypothesis testing, enabling patterns and relationships to be quantified and interpreted systematically (Creswell & Creswell, 2017; Field, 2018).

3.6 Validity and Reliability of Data

Reliability and validity of the study instrument were strengthened through pilot testing and statistical assessment of internal consistency and convergent validity. To ensure that the items in the questionnaire are understandable and relevant with reference to the construct or subject matter and the context in particular, a pilot study with a small group of respondents was conducted; this helped in reducing ambiguity and errors in the questionnaire with reference to content and face validity (Creswell & Creswell, 2017; Saunders et al., 2019). Reliability analysis was then performed using Cronbach's alpha to evaluate the internal consistency of each multi-item scale. The construct measuring the system's effect on service delivery (8 items) produced a Cronbach's alpha of 0.92, indicating high internal consistency, while effectiveness in recruitment and retention (7 items) achieved 0.89, showing good reliability. The construct assessing the role in data-driven decision-making (6 items) yielded 0.91, also reflecting high reliability, and organizational performance (6 items) recorded 0.87, confirming good internal consistency. The aforementioned values also reflect that there was strong interrelation between items in each of these constructs, measuring them as they should, in support of using Cronbach's alpha in Likert scale studies, as supported in previous literature, (i.e., DeVellis, 2017; Tavakol & Dennick, 2011). Convergent validity of these measures was also determined using Average Variance Extracted, in which it was found that each of these measures surpassed the recommended level of 0.50, i.e., service delivery = 0.78, recruitment and retention = 0.74, data-driven decision-making = 0.81, and organizational performance = 0.76. All of these factors, including pilot refinement, high alpha coefficients, and strong average variance extracted, support that these measures are indeed valid, credible, and sufficient in support of credible study conclusions.

IV. FINDINGS & DISCUSSION

4.1 Demographic Information

The descriptive analysis of the demographic information of the study participants was conducted to understand the composition of the sample. This analysis includes frequency and percentage distributions based on gender, age, education level, departments, employment status, and years of experience in the current position. The total population

of the study consisted of 86 respondents, providing a comprehensive overview of their characteristics. This information helps contextualize the findings and ensures that the results are reflective of the diverse backgrounds of the participants.

Table 1

Demographic Information

Demographic Variable	Category	Frequency	Percentage (%)
Gender			
	Male	35	58.3
	Female	31	43.7
Age			
	20-29 years	15	25.0
	30-39 years	35	41.7
	40-49 years	15	25.0
	50 years and above	5	8.3
Education Level			
	Certificate	10	16.7
	Diploma	15	25.0
	Bachelor's Degree	20	33.3
	Master's Degree	15	25.0
Departments			
	HR	08	33.3
	Finance	09	17.7
	IT	09	25.0
	Operations	08	25.0
Employment Status			
	Full-time	50	83.3
	Part-time	10	16.7
Years of Experience in Current Position			
	1-3 years	20	33.3
	4-6 years	25	41.7
	7-10 years	10	16.7
	More than 10 years		8.6

The demographic profile shows a fairly balanced sample, with 58.3% male and 41.7% female respondents, supporting inclusive perspectives on the human resource information system and its outcomes. Most respondents were aged 30–39 years (41.7%), indicating a relatively experienced workforce, while smaller proportions were 20–29 years (25.0%) and 50+ years (8.6%), suggesting the findings largely reflect mid-career staff with practical exposure to workplace systems. Education levels were strong, with many holding Bachelor's degrees (33.3%) and Master's degrees (25.0%), alongside respondents with certificates and diplomas, which broadens viewpoints on system use and effectiveness. Departmental representation was highest from Human Resources (33.3%), with Information Technology and Operations equally represented (25.0% each) and Finance lower (17.7%), aligning with departments most engaged with the system. Most participants were full-time employees (86.3%), and experience ranged from 1–3 years (33.3%) to over 10 years (8.6%), supporting a comprehensive understanding of system impact across roles and familiarity levels.

4.1.1 The effect of Human Resource Information System (HRIS) utilization on staff performance in service delivery

The study sought to evaluate how the Human Resource Information System (HRIS) affects local government staff performance, particularly about service delivery. This evaluation focused on aspects such as user-friendliness, training adequacy, and improvements in work processes. The study aimed to understand whether HRIS contributes to job satisfaction, skill development, accuracy, and overall productivity. By analyzing responses, the study assessed the overall impact of HRIS on enhancing staff performance and service delivery.

Table 2*Descriptive Statistics on Human Resource Information System (HRIS) Effect on Service Delivery*

Statement	Min	Max	Mean	Std. Dev.
How user-friendly do you find the HRIS system?	1	5	3.85	0.85
Have you received adequate training to effectively use the HRIS system?	1	5	3.72	0.79
HRIS system improved your daily work processes?	1	5	4.00	0.82
HRIS has contributed to overall job satisfaction?	1	5	3.95	0.76
HRIS has provided me With opportunities for skill development.	1	5	3.88	0.83
HRIS has improved the accuracy of my work.	1	5	4.10	0.78
HRIS has helped me meet my performance goals.	1	5	3.98	0.81
Overall, HRIS had a positive impact on my productivity and performance.	1	5	4.05	0.74

N=86

The data from Table 2 reveal a generally positive perception of the Human Resource Information System (HRIS) system's impact on service delivery among local government staff. The mean scores for statements related to Human Resource Information System (HRIS) functionality are notably high, indicating that staff members find the system user-friendly (mean = 3.85), believe it has improved their daily work processes (mean = 4.00), and positively affects their overall productivity and performance (mean = 4.05). The high standard deviations suggest some variability in responses, but the overall trend indicates satisfaction with the Human Resource Information System (HRIS) system's effectiveness in enhancing work processes and job satisfaction.

The findings imply that the Human Resource Information System (HRIS) system has effectively contributed to improved accuracy of work (mean = 4.10) and has supported staff in meeting their performance goals (mean = 3.98). This suggests that the Human Resource Information System (HRIS) system is well-integrated into daily operations, leading to better performance outcomes. However, the mean score for adequate training (3.72) indicates room for improvement, as some employees might feel they have not received sufficient training to utilize the system fully.

Therefore, the data imply that while the Human Resource Information System (HRIS) system positively affects productivity and job satisfaction, addressing the gaps in training could further enhance its effectiveness. The high mean scores reflect a favorable view of Human Resource Information System (HRIS), with implications for continued investment in the system and ongoing training efforts to maximize its benefits for service delivery and staff performance.

The descriptive results in Table 2 indicate that Human Resource Information System utilization is perceived to strengthen staff performance in service delivery in Temeke Municipal Council, with all mean scores above the midpoint and the highest ratings on work accuracy ($M = 4.10$) and overall productivity/performance ($M = 4.05$). The user-friendliness score ($M = 3.85$) suggests that staff can interact with the system with limited friction, supporting sustained use where satisfaction and perceived benefits matter (Sancoko et al., 2022; Paje, 2023). Improvement in daily work processes ($M = 4.00$) indicates that HRIS is reducing routine delays and improving coordination, consistent with evidence that HRIS streamlines HR work and is associated with better organizational outcomes when it is actively utilized (Khrais et al., 2021). Agreement that HRIS helps staff meet performance goals ($M = 3.98$) aligns with findings that Human Resource Information System practices enhance employee performance in public service settings, especially where management support reinforces use and accountability (Luseno, 2023; Njeru & Muchelule, 2024). The job satisfaction ($M = 3.95$) and skill development ($M = 3.88$) scores further suggest that Human Resource Information System contributes to positive attitudes and capability building, echoing evidence that Human Resource Information System use can improve job satisfaction and performance through better Human Resource practices and information access (Yona & Meilani, 2024). The highest mean on accuracy ($M = 4.10$) also implies fewer Human Resource-related errors that can disrupt service delivery, consistent with evidence that information quality and reliable records strengthen performance through Human Resource Information System-enabled processes (Widiatmo et al., 2025). However, the comparatively lower rating for adequate training ($M = 3.72$) signals a constraint: if user competence is uneven, HRIS benefits may vary across staff groups, as observed in Tanzanian and public-sector HRIS studies (Mahamoud, 2021; Sancoko et al., 2022). Overall, the pattern suggests that strengthening training and user support would help Temeke Municipal Council deepen service delivery gains even further already associated with HRIS use (Chowdhury & Ahmed, 2025).

4.1.2 Effectiveness of Human Resource Information System (HRIS) in Enhancing Recruitment and Retention Strategies

The study sought to assess the effectiveness of HRIS in improving recruitment and retention strategies within local government organizations. It examined how HRIS affects the efficiency of the recruitment process, the attraction of qualified candidates, and the onboarding process. Additionally, the study evaluated HRIS's role in employee retention, turnover insights, training needs identification and engagement strategies. By analyzing these aspects, the study aimed to determine the overall effectiveness of HRIS in supporting recruitment and retention efforts.

Table 3*Descriptive Statistics on HRIS Effectiveness in Recruitment and Retention*

Statement	Min	Max	Mean	Std. Dev.
HRIS has improved the efficiency of our recruitment process.	1	5	4.00	0.80
HRIS has helped us attract qualified candidates.	1	5	3.90	0.77
HRIS has facilitated the onboarding process for new employees.	1	5	4.05	0.82
HRIS has improved our ability to retain employees.	1	5	3.85	0.79
HRIS has provided insights into employee turnover rates.	1	5	3.80	0.81
HRIS has helped us identify training needs for employees.	1	5	3.95	0.78
HRIS has contributed to our employee engagement strategies.	1	5	3.88	0.76
Overall, HRIS has been effective in enhancing our recruitment and retention strategies.	1	5	4.00	0.80

N=86

The data in Table 3 indicate that the Human Resource Information System (HRIS) has a strong positive influence on recruitment and retention strategies. Mean scores are generally high, showing that HRIS is performing effectively across key staffing functions. Notably, HRIS improved recruitment efficiency ($M = 4.00$) and facilitated onboarding of new employees ($M = 4.05$), suggesting that the system is streamlining hiring workflows and reducing administrative delays. The results further show that HRIS moderately supports the attraction of qualified candidates ($M = 3.90$) and helps identify employee training needs ($M = 3.95$), implying improved workforce planning and capability development. However, lower mean scores for retention influence ($M = 3.85$) and turnover insights ($M = 3.80$) indicate that retention analytics and monitoring features may be less developed or less consistently used. Overall, the high effectiveness rating ($M = 4.00$) confirms that Human Resource Information System (HRIS) is beneficial for strengthening staffing strategies, but enhancing retention-focused modules and turnover reporting could further improve its value. Continued investment and optimization of HRIS functionalities are therefore justified.

The findings in Table 3 demonstrate that Human Resource Information System (HRIS) is perceived to enhance recruitment and retention strategies, reflected in high mean scores across staffing functions. The strong rating for recruitment efficiency ($M = 4.00$) and onboarding support ($M = 4.05$) suggests that Human Resource Information System (HRIS) is improving process speed, standardization, and administrative accuracy, which aligns with evidence that HRIS adoption strengthens core Human resource management practices and streamlines HR operations (Amoako et al., 2023). Similar studies report that effective Human Resource Information System (HRIS) use improves the execution of HR strategies by enabling structured workflows and timely access to employee and applicant data, supporting better staffing outcomes. The moderate agreement that HRIS helps attract qualified candidates ($M = 3.90$) and identify training needs ($M = 3.95$) also indicates that HRIS contributes to talent pipeline management and workforce development planning, consistent with literature emphasizing Human Resource Information System (HRIS) as a platform for strategic HR functions beyond automation (Bangura, 2024).

However, the comparatively lower ratings for retention influence ($M = 3.85$) and turnover insights ($M = 3.80$) imply that retention analytics, monitoring, and predictive features may not be fully leveraged. This pattern mirrors evidence that HRIS effectiveness depends on system capabilities, data quality, and user competence; where these are limited, strategic modules such as retention tracking and turnover analysis remain underutilized (Udekwe et al., 2021). Empirical work also shows that HRIS can improve organizational performance when Human Resource strategies are supported by reliable reporting and decision tools, suggesting that strengthening retention dashboards, exit analysis, and predictive indicators could increase value (Takawira, 2025). Additionally, improved personnel records management supports staffing stability by reducing errors and improving employee service experiences, which can indirectly influence retention (Sigalla & Kimario, 2025). Overall, the high effectiveness rating ($M = 4.00$) confirms HRIS as a useful enabler of staffing strategy, while targeted upgrades and capacity building would help convert HRIS from mainly recruitment/onboarding support into a stronger retention and turnover-management tool (Bangura, 2024).

4.1.3 The Role of Human Resource Information System (HRIS) in Facilitating Data-Driven Decision-Making

The study sought to explore how HRIS supports data-driven decision-making and strategic planning within local government agencies. It focused on HRIS's ability to provide accurate data, identify trends, inform strategic planning, and forecast workforce needs. Additionally, the study examined HRIS integration with other organizational systems and its support in aligning HR strategies with organizational goals. The analysis aimed to determine how well Human Resource Information System (HRIS) contributes to effective decision-making.

Table 4*Descriptive Statistics on HRIS Role in Data-Driven Decision-Making*

Statement	Min	Max	Mean	Std. Dev.
HRIS provides accurate and up-to-date data for decision-making.	1	5	4.15	0.77
HRIS helps us to identify trends and patterns in employee data.	1	5	4.10	0.80
HRIS provides insights that inform our strategic planning process.	1	5	4.00	0.78
HRIS plays a crucial role in our data-driven decision-making and strategic planning process.	1	5	4.05	0.79
HRIS assists in forecasting future workforce needs.	1	5	3.90	0.81
HRIS integrates well with other organizational systems for data sharing.	1	5	3.85	0.83
HRIS supports the alignment of HR strategies with overall organizational goals.	1	5	4.00	0.77
N=86				

Findings from Table 4 show that HRIS strongly supports data-driven decision-making and strategic planning in the organization. Respondents highly agreed that HRIS provides accurate and up-to-date data for decisions ($M = 4.35$), indicating that the system is trusted as a reliable source of information. HRIS was also rated positively for helping identify trends and patterns in employee data ($M = 4.10$), suggesting that it enables analytical insights that are useful for monitoring workforce dynamics. In addition, the system was perceived to provide valuable inputs for strategic planning ($M = 4.00$) and to play a critical role in supporting data-driven decision-making overall ($M = 4.05$), implying that HR-related decisions and planning processes are increasingly evidence-based. However, comparatively lower mean scores for forecasting future workforce needs ($M = 3.90$) and integration with other organizational systems ($M = 3.85$) highlight improvement areas. Overall, HRIS is viewed as effective in aligning HR strategies with organizational goals ($M = 4.00$), but enhanced forecasting tools and stronger system integration could further increase its strategic value.

Findings from Table 4 indicate that the human resource information system is functioning as a central enabler of data-driven decision-making and strategic planning, consistent with literature showing that human resource information systems improve organizational performance by strengthening information availability and managerial decision quality (Chowdhury & Ahmed, 2025). The very high agreement that the human resource information system provides accurate and up-to-date data for decisions ($M = 4.35$) suggests strong confidence in human resource data reliability, which is a foundational requirement for evidence-based human resource management and performance management (Savitri et al., 2024). Similarly, respondents' positive rating that the human resource information system helps identify trends and patterns in employee data ($M = 4.10$) reflects the system's analytical value, aligning with research that links human resource information systems and human resource analytics to improved monitoring of workforce dynamics and more responsive management actions. The observed support for strategic planning ($M = 4.00$) and overall data-driven decision-making ($M = 4.05$) implies that system outputs are being used beyond administration to inform organizational direction, which echoes evidence that data-driven human resource practices enhance organizational effectiveness when human resource information is translated into actionable insights. However, the lower ratings for forecasting workforce needs ($M = 3.90$) and integration with other organizational systems ($M = 3.85$) point to a common limitation noted in the literature: system value increases when predictive analytics capabilities and cross-system integration are strengthened. In practice, incomplete integration can constrain data completeness and timeliness, reducing the full strategic benefits of the human resource information system (Sancoko et al., 2022). Overall, the findings confirm strong contribution to evidence-based planning, while highlighting the need to enhance forecasting and interoperability to maximize strategic impact.

4.1.5 Organizational Performance

The study sought to evaluate the impact of HRIS on various aspects of organizational performance including service delivery. It aimed to assess how HRIS influences these performance areas and identify any significant changes attributable to the implementation of HRIS. By analyzing responses, the study aimed to understand the relationship between HRIS and overall organizational performance, offering insights into areas for improvement.

Table 5*Descriptive Statistics on Organizational Performance*

Statement	Min	Max	Mean	Std. Dev.
Service delivery has improved due to HRIS.	1	5	3.80	0.85
HRIS has enhanced service delivery to citizens	1	5	4.05	0.80
Stakeholder satisfaction has increased with HRIS.	1	5	3.95	0.78
HRIS has streamlined financial reporting.	1	5	3.85	0.82
HRIS has improved internal communication.	1	5	4.00	0.77
HRIS has positively affected decision-making processes.	1	5	4.00	0.77

N=86



The data presented in Table 5 illustrate the impact of HRIS on various aspects of organizational performance. The mean score for "HRIS has enhanced service delivery" (mean = 4.05) is notably high, indicating a strong perception that HRIS positively influences service delivery. Additionally, "HRIS has improved internal communication" (mean = 4.00) and "Service delivery has increased with HRIS" (mean = 3.95) suggest that the system contributes to better communication within the organization. These findings imply that HRIS is effective in enhancing key performance areas, including service delivery and internal communication. Therefore, the data highlight that HRIS has a substantial positive effect on service delivery and internal communication. However, the relatively lower effect on organization performance and reporting suggests that targeted improvements in these areas could further enhance the overall effectiveness of HRIS. Investing in optimizing HRIS functionalities related to management and reporting could help realize its full potential in contributing to organizational performance.

4.2 Multiple Regression Analysis

Multiple regression analysis was conducted to assess the effect of various independent variables on the dependent variable, which in this study is the overall organizational performance. The analysis revealed that the independent variables such as HRIS Effect on Service Delivery, HRIS Effectiveness in Recruitment and Retention, and HRIS Role in Data-Driven Decision-Making significantly contribute to enhancing organizational performance. This indicates that these HRIS aspects collectively have a meaningful impact on improving how well the organization performs in its core functions and service delivery.

4.2.1 Model Summary

The model summary provides insights into how well the independent variables predict the dependent variable, overall organizational performance. Table 6 indicates that the R Square value represents the proportion of variance in the dependent variable that is explained by the independent variables in the model. If the R Square value is high, it implies that the independent variables account for a substantial amount of variance in organizational performance, demonstrating the model's effectiveness in predicting performance outcomes.

Table 6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model 1	0.85	0.72	0.70	0.45

The model summary shows an R Square of 0.72, suggesting that 72% of the variance in organizational performance is explained by the independent variables. This high R Square value indicates a strong predictive power of the model, justifying the inclusion of these variables in explaining organizational performance outcomes.

4.2.2 ANOVA Summary

The ANOVA summary evaluates the overall significance of the regression model by testing whether the independent variables collectively predict the dependent variable significantly better than the intercept-only model. If the F-value is significant, it indicates that the model explains a statistically significant portion of the variance in the dependent variable compared to a model with no predictors.

Table 7

ANOVA Summary

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.60	3	15.20	23.40	0.000
Residual	30.50	66	0.31		
Total	80.10	66			

The ANOVA summary shows a significant F-value of 23.40 with a p-value of 0.000, indicating that the regression model is statistically significant. This means that the independent variables collectively predict organizational performance significantly better than a model with no predictors, supporting the model's relevance in analyzing organizational outcomes.

4.2.3 Regression Coefficients

This section provides information on the coefficients, standard errors, t-values, and significance levels of each independent variable. This information helps determine the individual impact of each predictor on the dependent variable, assessing which aspects of HRIS contribute most significantly to organizational performance.

Table 8

Model Details

Predictor	B	SE B	Beta	t	Sig.
HRIS employees performance on Service Delivery	0.35	0.12	0.30	2.92	0.005
HRIS Effectiveness in Recruitment and Retention	0.43	0.10	0.35	4.00	0.000
HRIS Role in Data-Driven Decision-Making	0.25	0.09	0.20	2.78	0.008

4.3 Discussion

4.3.1 Human Resource Information System Employees Performance and Service Delivery

Findings show that the human resource information system significantly improves staff performance in service delivery by strengthening daily work processes, work accuracy, and job satisfaction. In Temeke Municipal Council, 35 (53%) respondents agreed that the system plays a critical role in service delivery, while 22 (33.3%) disagreed, indicating generally positive but uneven experiences across users. The regression results also confirm a statistically significant contribution to organizational performance (Beta = 0.30, $t = 2.92$, $p = 0.005$), implying that a unit increase in utilization HRIS translates into measurable performance gains by 0.30. This pattern is consistent with evidence that system use improves employee performance through better information quality, user satisfaction, and more efficient work routines (Sancoko et al., 2022; Widiatmo et al., 2025). The findings support RBV theory which demands controlling of resources as a yardstick for the organization performance. Employees' performance resulting from the use of HRIS is therefore in this context regarded as a yardstick for delivery of better service to the public. Similar performance benefits from human resource information system utilization are also reported in public and service settings, particularly where usability and training enable effective use (Luseno, 2023; Njeru & Muchelule, 2024; Chowdhury & Ahmed, 2025).

4.3.2 Human Resource Information System Effectiveness in Recruitment and Retention

The findings indicate that the human resource information system strengthens recruitment and retention strategies by improving staffing efficiency, onboarding, and support for workforce planning. In Temeke Municipal Council, 43 (65.1%) respondents agreed that the system enhanced recruitment and retention, while 20 (30.3%) disagreed, suggesting benefits are widely recognized but not uniform. The regression model shows this dimension has the strongest influence on organizational performance (Beta = 0.35, $t = 4.00$, $p = 0.000$), implying that a unit increase of streamlined recruitment workflows and improving talent management through HRIS yields the greatest performance payoff by 0.35. This aligns with empirical work showing that adoption of human resource information systems enhances human resource practices, including recruitment processes and retention-related practices, when the system is effectively implemented and supported (Paje, 2023). Evidence further suggests that success depends on system effectiveness factors, user support, and integration into human resource strategy (Bangura, 2024). The findings are also supported by RBV theory which fosters on the need to own key resources for the performance of firms. It is there realized ownership of good HRIS for recruitment and retention of the human resources is of key stake given the importance of human resource in driving other resources.

4.3.3 Human Resource Information System Role in Data-Driven Decision-Making

Results show that the human resource information system supports data-driven decision-making by improving access to accurate employee information, enabling trend identification, and informing strategic planning. In Temeke Municipal Council, 44 (66.6%) respondents agreed that the system strongly influences decision-making and organizational performance, while 17 (25.7%) disagreed, indicating overall endorsement alongside capability or access gaps. Regression results confirm a significant positive contribution to organizational performance (Beta = 0.20, $t = 2.78$, $p = 0.008$), although the effect is smaller than recruitment and retention and service delivery. This implies that a unit increase in HRIS supported by data driven enhances performance increase by 0.20. This is consistent with literature showing that human resource information systems enable evidence-based decisions through analytics, improved reporting, and integrated workforce data. Studies also highlight the growing role of predictive and people analytics in strengthening planning and decision quality when systems provide reliable data and usable dashboards (Chowdhury & Ahmed, 2025). The findings are also consistent with RBV theory by showing how data management is a driving tool for the performance of firms aided by HRIS.

4.3.4 Organizational performance

The study indicates that the human resource information system contributes positively to organizational performance by improving efficiency, strengthening coordination, and supporting better internal communication and reporting. These gains reflect how digital human resource systems can reduce administrative delays and improve management control through accessible employee records and standardized processes. Evidence from Tanzania similarly links human capital management information systems to improved organizational outcomes, especially where system use supports routine operations and managerial oversight (Mahamoud, 2021). Broader evidence also shows that effective human resource information system usage improves organizational efficiency and performance through enhanced practices, better information flows, and alignment of human resource functions with organizational objectives (Khrais et al., 2021; Paje, 2023). Sector-based studies further suggest that system effectiveness contributes to improved performance by strengthening human resource management processes and workforce capability development. Overall, the findings imply that performance improvements depend not only on having the system, but on consistent, competent utilization across departments (Udekwe et al., 2021).

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

This study examined the contribution of Human Resource Information Systems to organizational performance and public service delivery at Temeke Municipal Council. The findings check that the system plays a significant role in enhancing staff performance by improving work accuracy, efficiency, and job satisfaction. Employees reported that the system supports daily work processes and helps them meet performance targets, which strengthens service delivery outcomes. The study equally revealed that human resource information system recruitment and retention effectiveness have the greatest impact on organizational performance. The study equally revealed that the Human Resource Information System supports decision-making with the aid of accurate information regarding employees in an organization. The regression analysis revealed that service delivery improvements, recruitment and retention effectiveness, and decision-making with the aid of information have a significant impact on organizational performance. The study equally revealed that when effectively utilized in an organization, the Human Resource Information System serves as an important resource in an organization that improves organizational efficiency and public service delivery in local government authorities in Kenya.

5.2 Recommendations

Based on the study findings, several recommendations are suggested to enhance the effectiveness of human resource information systems in local government authorities. First, management should focus on continuous training of its employees to enhance knowledge and confidence in utilizing the system, given that a lack of employee knowledge of the system was identified as a limiting factor in its success. Second, the local government authorities should focus on enhancing some of the functionalities of the system, such as employee retention analysis, workforce forecasting, and system integration, which would enhance strategic workforce planning, employee retention, and management of the system, respectively. Third, management should be encouraged to use generated reports of the system in making decisions, given that management is a key driver of successful management of an organization, thereby enhancing management best practices within an organization. Fourth, the government should develop guidelines on how to implement the system, given that a lack of guidelines can lead to a lack of consistency in utilizing the system, thereby limiting its success within different local government authorities in the country. Last, the system should be frequently evaluated to determine its success, user satisfaction, and its ability to meet organizational objectives, thereby enhancing its success within an organization.

Declaration of Interest

The author declares that he does not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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