

Operational Challenges in the Application of Human Resource Information Systems: An investigation in the select Brac Tanzania and CRDB Bank PLC Private Financial Institutions

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Abstract— This study was conducted to assess the Operational Challenges in the Application of Human Resource Information Systems: An investigation in the select Brac Tanzania and CRDB Bank PLC Private Financial Institutions. Specifically, the study aimed at assessing user skills in the application of HRIS, assessing infrastructure challenges in the application of HRIS, and lastly assessing support and system maintenance challenges in application of HRIS. The study employed qualitative approach and explanatory research design in which primary data was obtained by using interview as well as documentary reviews. The findings show that most of the employees have basic information in relation to the use and application of HRIS, they also only have skills on how to operate small portion of the HRIS system such as updating their information in the system. There are infrastructure challenges in the application of HRIS such as buildings well designed to accommodate the system, and well trained personnel to operate the system. It was also revealed that system, support and maintenance helps in updating the system time to time. In order to accommodate new technologies there are system support and maintenance challenges such as cost of maintenance and cybersecurity. The study recommends employees and managers training in order to improve the user skills in relation to application of HRIS. The study also recommended that the HRIS system should be maintained with high level of security and privacy. Not only that but also the study recommends that HR manager should ensure that they stay updated about the changes in technology.

Keywords— Human Resource Information System, Human Resource Management, Human Resource, ICT, Financial Institutions.

I. INTRODUCTION AND BACKGROUND

Historically, human resource management and information systems, were primarily used for administrative and operational purposes. Leave requests, accident data, workers compensation, salary variation and superannuation entitlements were collected manually by forms. Manual work prevails between the 1945 and 1960, however, given that these practices had human capital issues, employee's morale, formal selection and development method they failed to work as the main function in Human Resource.

Human resource became key in organizations in the early 1960 to 1970. During this time, Human Resource Information System (HRIS) kept administrative records in advanced countries. Various factors dramatically changed HRIS attitudes in 1970s and 1980s which was adopted by both small and large business organizations. Overtime, the expansion of payroll systems necessitated more flexible, and increased access to information system. Globalization and technology developed a system that merge the HRM and IT activities to one common database by using the

enterprise resource planning (ERP) software. The HRIS, therefore, merges different parts of human resources, to a less capital-intensive system than the frameworks used in the past. Due to its effectiveness, some organizations had to contract their payroll responsibilities to external payroll bureaus to benefit from reduced costs and greater technological expertise. Currently, given the development of technology, various software is employed in the organization given the needs and want.

Traditionally, Human Resource Information System was aimed to supply necessary information for effective human resource decision making. Personal history, salary and skills of the employee, among others, were held by HR departments. The basic level of Human Resource Information System is used to manage employment relations within the organization/employees. Previously, Companies used papers ad spreadsheets to track data which was time consuming. In modern view of HRIS, leading management thinker suggests that, “it is not technology, but the art of human and human management.” That is the continuing challenges for executive in the 21st century (Drucker *et al.*, 1997).

The use of a Human Resource Information System (HRIS) has become an important part of management of human resource in most developing countries, including Tanzania. By substituting paper-based record systems, which were slower, unreliable, and inaccurate in output generation, HRIS have ushered in a technological revolution in Human Resource Management (HRM). HRISs have been implemented and are extensively dependent on by many organizations throughout the world to improve HRM effectiveness, administrative efficiency, strategic positioning, and overall performance (Opiyo, 2015; Johan, 2014).

Shani and Tesone (2010) considered that the application of the HRIS can lead to the improvement of the performance of an organization to achieve better knowledge of the organization and the employees thereto, which can facilitate the participation in the planning and implementation. From the results obtained by Shani and Tesone (2010) it was noted that managers of human resource can cause Human Resource Information System to evaluate their own business and the performance thereto, in matters related to return of training investments, turnover costs and these can be used to satisfy the management that human resource is correct strategic partners and is crucial for the achievement of the organization goals. The Human Resource Information System increases the efficiency of the administration to produce report which improves decision making (Marlene *et al.*, 2017).

Though Human Resource Information System has a number of benefits in its application but still its uses and adoption has challenges in the most of the countries which are still developing. Different research studies conducted out over period have been focusing basically on the countries where Human Resource Information Systems have been well developed (Fobang *et al.*, 2017).

Human Resource Information System in Tanzania

Tanzania, like other developing countries, has chosen to replace paper-based record systems with the Human Resource Information System. HRIS has been used in Tanzania since 2011, when the government of Tanzania implemented it in its ministries, departments, and agencies (MDAs) as well as local government authorities (LGAs) (Chinyuka, 2018). However, Chinyuka (2018) suggests that reality on the ground differs from expectations. Unexpected failures of Human Resource Management in the public sector include payroll fraud, employment of unqualified public servants in government organizations, delayed public sector promotions, and inadequate management of employee training and development plans (Naju, 2017; Jorajick, 2015; Lema, 2013). The nationwide audits of public servant's report issued by the Minister of State in the President's Office responsible for Public Service Management and Good Governance in 2016 revealed several flaws. The persistence of difficulties raises concerns on Human Resource Information System application in the organizations in Tanzania.

Development of HRIS in Financial Institutions

Historically, the developing countries' banking industry has faced significant difficulties in their growth and performance. In developing countries like Tanzania, the financial institutions, particularly the banking industry has gone from converting manual information keeping systems into computerized systems. Moreover, the financial institutions have been keen to establish computerized information systems which are functional and effective for the financial sector given the experienced system failures in the past. The development of HRIS in the financial sector results from the development of Information Technology (IT). It has emerged as an essential interdisciplinary tool to enhance vital Human Resource objectives in the banking industry. Human Resource Information System is applied in, among others, performance appraisal, leave/absence recording, personnel administration, skill inventory, salary administration, medical history, career planning, training and development (Fobang *et al.*, 2017).

In the financial institutions, Human Resource Information System is a concept which utilizes the development of Information Technology for effective management of the Human Resource functions and applications. The banks'

manual system resulted in procedural delays, obsolete and erroneous information, sloppy paperwork, and greater costs for maintaining and safeguarding files. Banks' financial and non-financial activities have been converted from manual to automated computerized systems thanks to the Human Resource Information System. Using third-generation feature-rich, broad-based, and self-contained HRIS, banks can combine various HR operations.

The third-generation HRIS is much more than a data warehouse, and it has accelerated the adoption of Strategic HRM in developing-country institutions (Byars and Rue, 2004). Bank HR professionals are urged to innovate their IT usage and become more productive as a result of Strategic HRM. HR is becoming a cost manager, resource centre, internal consultant, service provider, change agent, facilitator, business partner, and consultant (Ball, 2001). HRIS is causing significant benefits for the developing countries' banking industry. However, the effective implementation of Human Resource Information System requires re-engineering of business processes, which many private financial institutions in Tanzania find hard to adopt. Therefore, the application of Human Resource Information System has been growing at a lower rate despite its benefits. Moreover, the information systems of most of the banks are disparate, which reduces their efficiency.

Although the business environment has drastically changed due to development of technology especially in the banking sector of developing countries, the adoption rate and the application of Human Resource Information System is still very low. The application of modern technology in human resource management is useful in business organizations, in particular the banking sector to run strategic decision making reports and keep personnel information which are complete and accurate. The impact of Human Resource Information System implementation is explained in a number of sectors such as educational sectors, management, Human Resource practices in daily activities and operations and the impact it will have on HR Manager and employees (Al Amer, 2017). According to Kelly (2016) there is very little concern about the use of Human Resource Information System in the management of employees in financial institutions. However, the application of Human Resource Information System is important in any organizational category, and this comes with challenges as implementation and operational nature. To be specific, this study intends to analyse the operational challenges of Human Resource Information System in Tanzania by focusing at BRAC Tanzania.

To achieve the main objective of this study of assessing the operational challenges on the application of Human Resource Information Systems, the study set the following

specific objectives; to assess user skills challenges in the application of HRIS, to assess infrastructure challenge in the application of HRIS, and to Assess support and system maintenance challenges in application of HRIS.

II. LITERATURE

Weeks (2013) explains how the Human Resource Information System works (HRIS). The requirements and purpose of the system must be specified initially in the design of an HRIS. This includes determining the target users, the type, the amount of data, and the frequency with which the data should be collected. The design of the organizational system is the following step. This step addresses questions like as who will use the system, how to access it, and how to update it. Often it is easier to visualize a Human Resource Information System to better grasp the understanding on its construction and utilization.

According to Carol and Karanja (2016), information technology has altered the way people do business all around the world. It is used in almost every industry of the global economy. Higher business outcomes are linked to technology use. The system enhances effectiveness and faster outcome than the papers. HRIS can acquire and track almost any type of data. The HRIS has improved the overall HR functions of the organization. The system is one of the powerful levels of change for the HR Department for organizations.

According to Ivana (2011), HRM is one of the most important strategic areas for the development of banks because front-office employees interact with clients on a regular basis, and back-office employees are responsible for constant service, improvement of products, and competition issues. This is when having a good HRIS system comes in handy. It can be more than just a way to keep track of employees' demographic information and working hours. It can be used to identify high-potential employees and steer them to areas of interest in the workplace. It can provide information to management about not just what was done, but also who did it. It also enables it to provide feedback to employees and to conduct disciplinary as well as rewarding actions against them.

All these aspects involve various activities and can be clustered in three broad categories: transactional, traditional and transformational (Wright *et al.*, 1998). Transactional activities involve day-to-day transactions that have to deal mostly with record keeping. Traditional activities involve HR program such as planning, recruiting, and selection, among others, in which if their outcomes are consistent with the organization's strategic goals can have strategic value for the organization. Lastly, the transformational activities include, cultural or organizational change, structural

realignment, strategic redirection and increasing innovation. In his estimations, Wright *et al.* (1998) found that about 65% to 75% of activities are transactional, 15% to 30% are traditional and 5% to 15% are transformational activities in most HR departments. HRIS is further found to reduce the time spent by the HR staff.

The figure below shows areas of application of Human resource. HRIS can be applied in several areas, integrated into the HRIS system.



Fig.2.1: Areas of Application of HRIS

The Human Resource Information Systems in the Financial Institutions

In recent times, the financial as well as non-financial processes of banks have undergone significant transformation. In developing countries, the banking industry has gone from a basic process to convert manual information keeping systems into computerized systems (Singh and Samim, 2011). The banks, manual system resulted in procedural delays, obsolete and erroneous information, sloppy paperwork, and greater costs for maintaining and safeguarding files. Human Resource Information System has transformed banks financial as well as non-financial processes from manual to automatic computerized systems. Banks are able to integrate different Human Resource functions by using third generation of feature-rich, broad-based and self-contained Human

Resource Information System. The third generation Human Resource Information System in the banking sector is much more than a mere data repository and has hastened the emergence of Strategic HRM in banks of developing countries (Byars and Rue, 2004). Due to Strategic HRM, banks' HR professionals are encouraged to innovate their own Information Technology (IT) usage and become more effective. HR department is emerging as an information centre, internal consultant, change agent, service provider, cost manager, business partner, facilitator, and consultant.

Human Resource Information System is widely applied in banks of developing countries. It is famously applied in personnel administration, leave/absence recording, skill inventory, salary administration, medical history, and performance appraisal, among others. It is therefore, essential for banks to clearly identify its system

requirements before implementing Human Resource Information System which would enable to decide the appropriate level of sophistication of HRIS and lead to optimal utilization of scarce resources in the sector. Human Resource Information System database should be used as a single source of all information. This would lead to the development of an integrated HRIS platform for the whole bank. Such integrated platform is preferable over singular optimization as it leads to effective information exchange between HR processes and HRIS IT platform. Information management in HRIS can be outsourced if the underlying processes are coherent and there are full proof privacy laws in place.

The Operational Challenges of Human Resource Information Systems

According to Matimbwa and Masue (2019) who conducted a research in Tanzania about the challenges facing human resource information to the government organization. In this study there was a review of different policies, laws regulating use of HRIS. Also this study reviewed a number of literatures related to the issues affecting performance of HRIS. The results obtained in this study shows that the system of human resource management has been in use in Tanzania basically during the recruitment, making employees selections, data updating, management, planning of the career development programs for employees. However, this study also revealed challenges which face application of HRIS such as poor coordination from the government agencies. Performance of responsibilities. Inadequate internet connection and less support from the management of the government institutions, hence these affects the operation of HRIS in Tanzania.

In the same vein NejibBen and RakiaeL (2020) conducted a study on effects of Human Resource information system, the study revealed that the application of the system leads individual discoveries ability in Tunisia Human Resource Employees. Also their adoption of HRIS helps in improving the access to the employee's information. More importantly the workers connect themselves in the organization has facilitated preservation of the user information in the organization. Therefore, it was established that most of the respondents agreed that despite the effectiveness of the HRIS in the organization but it is challenges by presence insufficient network providers, electricity shortage and insufficient number of employees who are aware about the effective use of the HRIS system.

In the research study conducted by Kanake and Micah (2016), the results obtained revealed that, there are issues associated with the application of HRIS, first the employers hesitated to adopt new system of human resource management. Also because of their organization culture,

another issues were related to the lack of the enough skills among the employees, also the implementation of Human resource system was costively. However, the study also found presence of a number of advantages of using the system such as encourage direct availability of user's information when needed, another one is good management of employee's data. The study further recommended that universities should adopt this system, to enable management of the human resource functions and student's attendance in classes.

The User Skills in the Application of HRIS

Basing on the research conducted by Khashman and Khashman (2016) which investigated the impacts of the use of HRIS on the performance of the organization at Jordan Private hospital. The study determines whether elements of such as analysis of jobs, recruitment of employees, choice of appraisal performance. The study used data collected through questionnaires. The results obtained in this study revealed a positive relationship in the application of human resource information system and the performance of the organizational departments. Also there is a positive correlation on attitude of the workers in the department in the hospital sector. Also this study revealed that the workers from the human resource sections of the hospital have good attitude and positive perception towards the effective and efficient performance of the organization after the incorporation of the human resource management information system.

According to the research conducted by Samira (2017) on the factor which affects the implementation of the HRIS for the firms in the private sectors in Kenya. This study revealed that it was expected that there is available technical capacity, also availability of the employees with high skills in the IT. Also the employees with knowledge in the IT should teach and educate those employees which have no knowledge on the use of HRIS to assist them in the implementation of various ITC policies to management the trends of the employees in the organization. The study also noted that the top management is very important in the adoption of the HRIS systems because their positive attitude and being optimistic toward this approach helps the other employees to follows the lead. This because normally organizations need managers and employees who do not fear for changes and adoption new working methods unlike if the management is reluctant and hesitant to adopt changes. The study went further to recommends that management of the organization should make sure that they provide capacity building measures to enhance the application of HRIM in their organization. But also those unfamiliar with the use of HRIS should be eager to learn

from those with technological knowhow. Also provision of training to encourage skill development among employees.

On the other hand, Yong (2016) established a number of factor which affects choice of the management to adopt the application of the system of human resource management. In Bangladesh, the results obtained from five factors such as organization ICT infrastructure, also staffs ability to adopt and use ITC services, also another factor is the cost of application of the HRIS as well as organization structure and competition. Also the study found that the presence of differences of technological dimension followed by organization, environmental and human resource for the proposed use of ICT. Also it was revealed that there is an existence of different in the attributes of adopting groups. The also established that there is a need to expose constructive ideas to the people conducting research studies, to the management of the hospital and government authorities to ensure that there is a chance of adopting HRIS. The current research implies that there is a need to have an understanding on the use of HRIS in the countries which now developing to ensure that there are effective choice and use of the system.

The study by Gitariet *et al.* (2014) based on the issues related to the association of the use of information system, also the system related to HRM and the performance of the organization. In order to determine the performance of the system shows that in the entirely in the sense that a balanced score card was employed to view all manifestations of performance of a firm can improve the performance of an organization and hence it facilitates in the management of the use of system related to the use of HRIS. The study also facilitates the increase of management of the user information, and the human resource affairs such as incentives and other benefit. Therefore, it important to have user skills.

The study conducted by Merlene *et al.* (2017), opined that in the few years back the department of human resource observed the transformation in the sector. Also the main consideration was on the administrative department and management of task to be in the strategies and partners of the applicable strategy.

The Infrastructural Challenges in the Application of HRIS

According to Kavanagh and Tannenbaum (2019) conducted a study of the HRIS software development as one of the challenges facing the application of HRIS in the organization and departments. It was also revealed that in this study that it must be effective utilization of company's resource to meet the required standard of the use of ICT. Also it was revealed that there are not able to ensure progression of then use of system in the lack of planning. In

the literature which were reviewed prior examined the capacities of HRIS and limitations thereto. Also in this study it was established that most of the departments tried to develop the leave management to help the management department to determine the process of employees seeking leave from the organization when absent. The management decided to find the proper software in the company and proper planning in the primary enforcement phase and containing identity and problem and solutions required by the organization.

Chabani (2020) examined the benefits and affects the performance of HRIS within the organization. From this study it was shows that every organization has a policy related to the use of HRIS. However different department in this organization must have the use of technologies in the management of capacity of the HR sections in the organization, to create efficient and effective performance of the works. The study revealed that the implementation of HRI was successful in the organization because of significance it has to the organization. Despite of its implementation the study encountered a number of hindrances like reluctance to accept changes, some divisions have low implementations rate. Thus this study attained a conclusion that, there are contributions of HRIS in the enhancement of high level of performance of the HR sections as well as improving management process. However, it is required that the management ensures that there is effective implementation of the strategies of HRS policies in order to attain positive performance, while if not the system will lack advantages and hence become a burden to the institution, also for better results of the implementation of HRIS the management should consider issues related to flexibility, attitude of the top management which can cause challenges towards the implementation of the HRIS in the organization.

Not only that but also Kaygusuz *et al.* (2016) in their study they termed HRIS as a system which is strategically designed to improve employee's management process, it focuses on the effects of management and understanding of the process of human resource management in the big volumes of data. The results obtained in this aspect shows that the HRIS in the organization can be carried for about information management positively organization effectiveness hence leading to the direct performance of organization. The study also found that with the new emerging situations of the organization which determine its efficiency and the performance of workers particularly in the examination of terms of the use of the HRIS which is therefore this causes challenges the adoption and application of system to enhance performance of the organization department.

In the same vein (Halil, 2016), was of the view that the application of the information system has significance towards the performance of the organization. In this view companies then decided to become very aware to the technology and they decide to use it for the positive advantage. The HRIM is the function of the management, it is very direct to the performance. Also it has become very known that it is important to the determination of the implementation of the management functions. On the other hand, the HR department in their resources facilitates organization in reaching their goals directly.

The Support and System Maintenance Challenges in Application of HRIS

Lieli and Priyanto (2018) aimed to study the effects of the implementation of the human resource information system on the time efficiency and quality of the information. The results of this study shows that managers and staff working in the HR sections and department of the companies in the Yogyakarta, where it was established that the implementation of the HRIS requires effective system supports in the efficient and ensure user satisfaction. In the same vein the study revealed that this study found that the hypothesis related to use support system affects performance of the system and it leads to the costs of implementation of the system and other issue related to system support is ensuring implementation of the availability of quality information

According to Gupta (2013) it is knowing that HRIM is an intersection of the human resource activities and software which provide an online solution to the human resource problems. The study revealed that the goal of HRIS is to merge the difference parts of human resource including payroll, labour productivity and benefits management into a less capital intensive system than the mainframes used to manage activities in the past. Normally HR should normally provide the capability to more effectively plan, control and manage productivity and effectiveness. But the major challenges facing these system is to ensures effective system support and maintenance because of the costs embodied in this system. Also there are new features which are developed daily in relation to HRIS.

Farzana (2015) establishes that the success of any company depends on the effective use of its valuable human resources. Human resources is now viewed as strategic assets necessary in achieving sustained competitive advantage and main tool for competition. Organizations are increasingly accepting HRIS to ensure their human resources are utilized effectively. However, several challenges delays the organizations from enjoying this technology. These include, among others, employee privacy issues, management reluctance; and conversion

cost. The authors, establishes measurable actions to improve the effective execution of this technology.

Kelly (2016) surveyed the large-scale household appliance manufacturer and found out that, the use of technology in the collection, storage, and retrieval of information enhances informed and sustainable decisions on positioning, utilization, and retention of its human resources and therefore, enhancing the competitive efforts of the organization.

Challenges to HRIS Adoption and Usage

The move to HRIS practices affected the role of HRM in several ways. As noted by Ensher *et al.* (2002), HRIS, as a strategic business partner which primarily challenges the development, recruitment, and retaining of talented employees can bring more emphasis on HR. Notably, HRIS enables HR employees to focus on more strategic and value-added activities due to the dismal administrative and paperwork. However, as noted by Lengnick-Hall and Moritz, (2003), this may mean the use of fewer HR professionals since the "HR middleman" is eliminated. As a result, the effect of HRIS on the HR profession is both an opportunity and a threat. Additionally, through self-service, HRIS increases the involvement of managers and employees in HR practices. The practises equips the employees and general managers with more efficient HR practices, hence, enhances HR devolvement. as a result, as noted by Ulrich, (2000), the HR professionals are challenged to consistently up-date themselves with new developments to maintain their advisory-consulting role. Another point is that HRIS requires competent HR professionals to fully realize the benefits from HRIS adoption and implementation. As noted by Ensher *et al.* (2002), how technology is used can greatly impact the role of HR even though technology itself may be value neutral. This therefore, can be seen as a further opportunity for the HR profession, to take up the role of the developer of HRIS functions, however, the HR professional are demanded to become knowledgeable in basic IT issues.

Another issue is the high cost of setting up and maintaining an HRIS system. The system includes electronic databases, apps for data inputting and updating, tools for reporting and analytics. The system requires the purchase and installation of relevant hardware such as, among others, desktop PCs, Uninterruptible Power Supply - UPS, and Printers; software, and support components such as, server-side software; Intranet communications protocol; Relational database/Information processing software for records, and payroll (World Bank, 2002).

Theoretical Literature Review

Resource Flow Model

The resource flow theory focuses on the flow of human resources information through the organization in HRIS. In this theory, the success of the organization success is dependent on the interaction between the materials, flow of information, manpower and money (Beadles, 2005). The main task of HRIS is to collect information that tracks human resource flow, store the data, and make use of the data to produce the information for monitoring the flow (ibid). In this model, the organization's environment offers

recruitment, promotions, training, evaluation and termination. Which ensures, efficient, effective and operational service delivery. Resource flow model is important and useful as it recognized that HRIS is used to support variety of HR tasks. The system devoted to transform the data into information and making it available to users for better decision making. This theory analyses the performance of HR activities and how HRIS helps in performing activities timely in easy way. The HCMIS is a tool that can be used to attain this main goal/objective of the policy Resource Flow Model components consists of three subsystems namely data input, a database, and output.

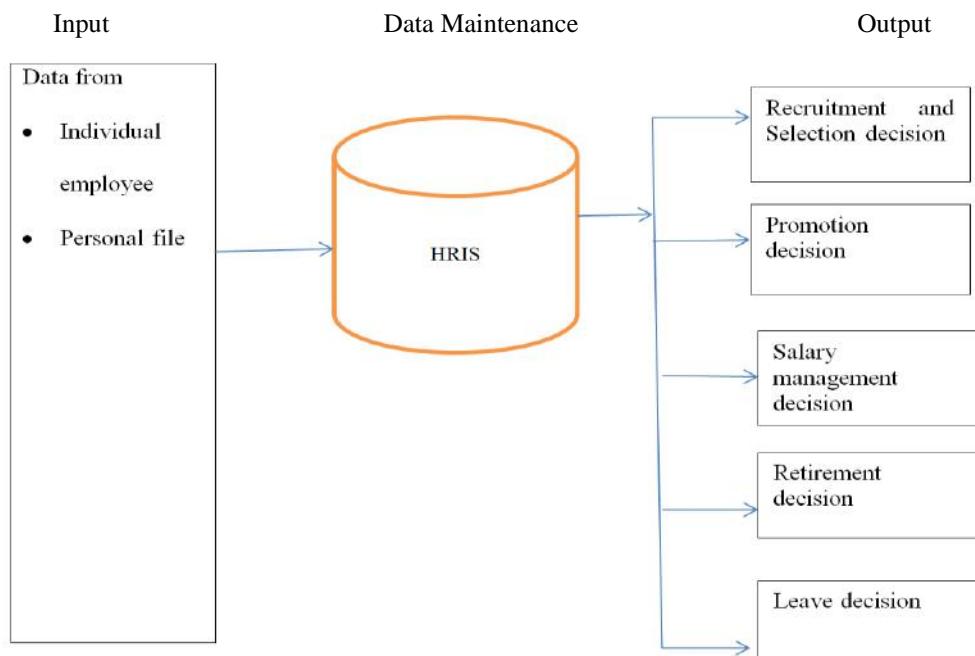


Fig.2.2 Resource Flow Model

Source: Beadles, 2005

Technology Acceptance Model (TAM)

As pointed out by Voermans and Vanvendhoven (2007), the Technology Acceptance Model (TAM) is based on two equally connected aspects i.e. perceived ease of use (PEOU) and perceived usefulness (PU), which are core for the attitude in the direction of IT. The former is referred as the extent to which a person believes that applying a given technology will help in the successful accomplishment of a work and improve job performance (Davis *et al.*, 1989). On

the other hand, perceived ease of use implies the degree at which the prospective user expects the technology to be efficient, i.e. uses the least amount of effort. These aspects are theorized to establish the behavioural intention to user's acceptance which is Human Resource Information System in this study. The researcher's proposition is that if employees like the Human Resource Information System and accept the technology, then, the HRIS will be accepted and used. The strength of one's intention to perform a stated behaviour is referred to as behavioural intention.

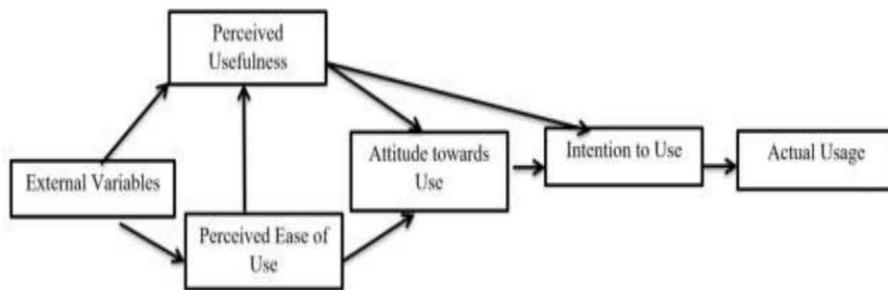


Fig. 2.3: The Technology Acceptance Model

Source: Davis, 1989

As discussed above, in the technology acceptance model, the acceptance and adoption of information technology is predicted by perceived ease of use and perceived usefulness (Ma and Liu, 2004). TAM is a treasured tool for forecasting attitudes, satisfactions, adoptions, and usage from external variables and beliefs (Algahtani and King, 1999).

Pikkarainen, Pikkarainen, Karjaluoto and Pahnila (2004) used the TAM model to establish technology acceptance variables affecting the online-banking experience in Finland. Porter and Donthu (2006), employed the theory to explain the usage of internet in South-eastern US metropolitan area is determined by attitudes. Lin, Fofanah and Liang (2011) applied the model to evaluate people's adoption of e-Government programs in Gambia. Chitungo and Munongo (2013) employed TAM theory framework to analyse mobile banking acceptance in rural Zimbabwe. And, Erdogan and Esen (2011) applied the model to examine the outcomes of technology willingness on e-HRM. In the similar spirit, this study is guided by the TAM theory to examine the operational challenges on the application of Human Resource Information System in Tanzanian financial institutions.

Integrated Management Competency Models

A competency model is an expressive tool that outlines the knowledge, skills, abilities, and behaviour required to function well in an organization (Lucia and Lepsinger, 1999). There have been a number of advantages claimed. On the basis of these stated competencies, all management operations are planned and developed. They also help companies communicate their strategic goals and needs by offering a "common language" for addressing performance, selection, growth, promotion, and succession planning. Competency models, on the other hand, have come under fire being greatly criticized. They've been blasted for constructing utopian lists of characteristics that cover almost every aspect of life. According to Burgoyne, attempts to disaggregate lists of managerial competencies that could be applied universally have also raised concerns

(1990). Most studies adopt the implicit premise that all managers must have a set of competencies in common. There is scientific evidence, according to Hayes et al., that the demand for particular abilities varies greatly, not least due to the wide range of job-related expectations (2000). Garavan and McGuire (2001) uncovered various faults in several of the philosophical and epistemological components of competency and their application after doing extensive research. For starters, competencies are typically considered as a collection of unrelated characteristics. The importance of the internal organizational setting is usually underestimated in this regard. Second, many competency definitions fail to take the employee's role and experience into consideration.

Despite the fact that management circumstances differ in terms of objectives and concentration on certain competencies, some degree of generalizability can be expected. Many of the skills managers require, according to Mumford, Zaccaro, Connelly, and Marks, are transferable and general in nature, and hence serve as the foundation for any systematic management development (2000). Competency models can be structured in a variety of ways. They've been divided into two broad skill categories, three types of skills, four competency domains, six competencies, and ten skill categories, according to Carrington (1994). It's even clear that the terms competence and skills are used interchangeably in the relevant literature. Nonetheless, there is some debate about whether skills can be comprehensively classified and labelled because they frequently overlap, resulting in ambiguity. On the other hand, if there is no agreement on the aspects that support managers' skills and performance, then additional discussion about their capabilities and performance may result in even more confusion and mystification.

Empirical Literature Review

Faruk and Gani (2015) investigated Bangladeshi banks and discovered that the Human Resource Information System provides quick access to critical information in its original

form, encouraging employees to share and update personal information. HR managers may be able to use HRIS technology to more easily inform employees about company updates, according to this article. According to the report, the HRIS also aids employees in dealing with HR-related responsibilities that occur as a result of their jobs. Furthermore, HRIS allows businesses to acquire frequent information about what their employees have already accomplished, allowing them to develop their career plans by anticipating future needs. Because the personnel in the sample industry are almost all well-educated, they will be able to manage this type of technology transition in HRM. Furthermore, firms must give enough employee training in order to gain the full benefits of HRIS.

Ivana (2011), conducted a study on the Croatian Banks. The study viewed the HRM as among the most significant strategic areas for banks' development. This assumption can be explained by the fact that, employees at the banks' front office are interacting continuously with clients while those in the back office are responsible for constant service, bank's competition and product improvement. This is where adequate Human Resource Information System is significant. The system is more than an instrument for the working hours and basic demographic data of the employees. It can identify employees who are highly potential and guide them to areas of their interest. Moreover, the system can manage the information of not only what was done, but also who had done it.

Singh and Samim (2011), who studied the impact of HRIS on banking industries in developing countries, found that banks' financial and non-financial activities have changed significantly in recent years. The banks' manual method resulted in procedural delays, outdated and incorrect data, poor paperwork, and higher expenditures for file maintenance and security.

Fobang *et al.* (2019) globalization and human resource information technology as key players in the modern enterprises management. Nevertheless, the author argues that, developing countries are still facing challenges in implementation. The study employed a unified theory of acceptance and use of technology UTAUT model. The findings found the performance expectancy and internal social influence significantly influence the intention to support HRIS. In contrast age and education are significantly different in the relationship between adoption, intention and use. Kagehi (2015) found that organization characteristics and HRIS adoption indicated that IT planning was a key factor to be considered in HRIS adoption. The findings showed that organizational culture greatly affected adoption of HRIS. Moreover, the study established that an open and flexible culture enabled easy

adoption of HRIS. Full involvement of HR staff in the adoption of HRIS was seen to make process much easier and more efficient. The findings on top management involvement and HRIS adoption that the top managers hand the final say on whether to implement HRIS or not. Majority of the respondents were of the opinion that a positive attitude and commitment among the managers was a key in implementation of HRIS, the findings also showed up that top management were they resources involved in approving finance which is an important factor for the adoption of HRIS.

Rand *et al.* (2013) aimed to examine the present the empirical studies relating to the adoption and implementation of HRIS by means of a content analysis of the findings of the various studies related to HRIS. A review of the relevant literatures has shown that that a large number of studies revealed that there are factors which determine the adoption and implementation of the HRIS applications. For the purpose of this study, the factors are presented and discussed under two dimensions; internal and external environmental factors. However, as the findings of previous studies presented conflicting results, these factors are needed to be examined empirically at an aggregate and individual level.

According to Mentz and Mentz (2003), any government and/or organization needs to adopt and practice IT because it gives them a competitive advantage in achieving national development and international IT collaboration; however, for the successful launch and advancement of technology, as well as its implementation, leadership and organization defined by an effective policy are required. Due to a lack of funding in Tanzania, IT projects have either been halted or outright outlawed, as the cost of developing and maintaining information technology is significant. The government's nix-fix strict regulations result in hefty tariffs, levies, and license fees, which drive up the cost of investing in telecommunications and computer services (Ejiaku, 2014). The importance of the value provided by the use of a certain invention or technological system is highlighted by behavioral considerations. As HR practitioners' IT knowledge grows, they are increasingly enthusiastic about implementing a Human Resource Information System. They have the confidence to use the Human Resource Information System efficiently because of their technological understanding.

III. METHODOLOGY

Qualitative research design was used because it helps to understand the factual data needed to answer the research questions, the opinion is generally formed on views, perceptions, and attitudes (Creswell, 2012), and that it is

used to gather in-depth insights into a problem or generate new ideas for research (Kothari, 2008). Also, since the study employed an exploratory approach which was used to explore the existing conditions and procedures through observation, interviews as well as interpretation, then it was appropriate use qualitative design.

The targeted group included the management of BRAC – Mwanza and CRDB Bank PLC - Mwanza Branch. The study sample was 20 respondents formed by HR, regional manager, divisional account manager, and branch managers. Purposive sampling technique was used to get the representative sample. The method that was used to collect primary data was interview. This is because the interview method provided direct information from the respondents and high accuracy of the information as it involves face-to-face communication between the researcher and the respondents. Thematic analysis was employed according to specific objectives of this study.

IV. FINDINGS AND DISCUSSION

The participants in this study said that they are aware about HRIS, because it has been used in their organization, some participants termed it as a software and other knew it to be a system which manage their attendance in their jobs accordingly. Therefore, it was found that application of HRIS in the organization was perceived in positive ways by the employees.

In case of user skills of the HRIS, it was found that since there are multiple users of the HRIS in an organization, therefore the user skills depend a lot on the respective user of the system. But there are general skills which every user is required to have in the application of HRIS system of an organization such as how to feed data in the system, how to manage and control the system, how to use the system effectively and efficiently. Basing on these findings the study established that it is true that HRIS helps in the management of human resources functions of an organization hence in case of any safety or insecurity issues alerting the organization it is easy to trace the origin and perpetrators of the said the act of insecurity because each employee can easily and simply be identified with the presence of HRIS.

Regarding the infrastructure challenges in the application of HRIS, it was found that respondents are aware about the HRIS infrastructure which are needed in the HRIS. They both mentioned presence of well-designed buildings, well trained personnel, effective software, and availability of network to support the operation of the HRIS. In relation to the presence of enough infrastructures in the organization which supports the application HRIS, the study establishes it is important for each organization to have effective and efficient infrastructure of HRIS.

The study also assessed support and system maintenance challenges in application of HRIS. The findings show that there is not hard and fast rule as to how long the system should be maintained but it always depends on the nature of the system being used. These system requires to be updated to encompass new features of applications, but also to accommodate security alerts of an organization. With these findings the study established that application of HRIS in the organization face challenges related to maintenance and support. These challenges have impact on the application of HRIS, though the level of challenges depends on the kind of the system being used, nature of personnel that an organization, organization culture as well as management planning and strategies.

V. CONCLUSION AND RECOMMENDATIONS

The study concludes that most of the employees in the financial institutions have basic information in relation to the use and application of HRIS. Also, they only have skills on how to operate small portion of the HRIS system. The infrastructure challenges in the application of HRIS involves installation, buildings well designed to accommodate the system, well trained personnel to operate the system as well as effective management. On the other hand, system support and maintenance has several challenges including presence of new technologies, cost of maintenance, and cybersecurity. Thus study conclude that despite the effectiveness and efficient the HRIS is but maintenance and support challenges its efficacy hence its application become questionable.

The study recommends employees and managers training in order to improve the user skills in relation to application of HRIS, this program normally exposes the users of the system into a very special knowledge and understanding on how to use the HRIS in managing personal information of the employees in the organization. The study also recommended that since HRIS is a system which should be maintained with high level of security and privacy, thus the management should be very keen in the changing of management so as to maintain privacy of information. Therefore, the institution should not change the management unless forced to do so by uncontrollable events. Also the study recommends that HR manager should ensure that they stay updated about the changes in technology that they should not continue to use an outdated technology which will be vulnerable to cybersecurity issues.

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