



Influence of Administrative Support on the Adoption of the Human Resource Records Management System at Iringa Regional Prisons Offices

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ABSTRACT

The adoption of Human Resource Records Management Systems (HRRMS) is increasingly important for improving the efficiency, accuracy, accessibility and management of employee records in public institutions. However, effective adoption of such systems depends not only on technological availability but also on organisational factors, particularly administrative support. This study examined the influence of administrative support on the adoption of the Human Resource Records Management System (HRRMS) at Iringa Regional Prisons Offices in Tanzania. The study was guided by the Technology-Organization Environment (TOE) framework and employed a mixed-methods approach using a cross-sectional research design. Data were collected from 140 respondents through structured questionnaires and from 10 key informants through semi-structured interviews. Quantitative data were analysed using descriptive statistics, Pearson correlation and multiple regression analysis, while qualitative data were analysed thematically. The findings revealed that administrative support had a positive and statistically significant influence on HRRMS adoption ($B = 0.285$, $\beta = 0.399$, $t = 3.785$, $p < 0.001$). The findings indicate that management commitment, provision of necessary resources, employee training, technical support, monitoring, leadership encouragement and supportive organisational policies contribute to creating a favourable environment for HRRMS adoption. The study concludes that strengthening administrative support is essential for promoting effective and sustained adoption of HRRMS at Iringa Regional Prisons Offices. It recommends that the Tanzania Prisons Service strengthen management commitment, provide adequate technological and financial resources, conduct regular user training, improve technical assistance and establish continuous monitoring mechanisms to ensure consistent utilisation of the system. The study contributes to the application of the TOE framework by demonstrating the importance of organisational support in technology adoption within a hierarchical and security-sensitive public institution.

Keywords: Administrative support, Human Resource Records Management System, Technology-Organization-Environment framework.

1. INTRODUCTION

1.1 Background of the Study

The adoption of Human Resource Records Management Systems (HRRMS) has become increasingly important as organizations seek to improve the management of employee information and administrative efficiency. HRRMS enables organizations to digitally create, store, update, retrieve and manage employee records throughout the employment lifecycle, including recruitment, appointment, deployment, promotion, training, leave, performance management and retirement. Compared with paper-based systems, HRRMS can improve the accuracy, accessibility, security and timely availability of employee information while reducing paperwork, duplication and administrative delays (Marler & Parry, 2019; Strohmeier, 2020). However, the availability of an HRRMS does not necessarily guarantee its successful adoption. Slow adoption may be demonstrated through limited use of system functions, continued reliance on paper records, duplication of electronic and manual records and delayed updating of employee information. Venkatesh *et al.* (2023) argue that technology adoption is influenced by factors such as performance expectancy, effort expectancy, social influence and facilitating conditions.

Globally, organizations have increasingly adopted digital human resource systems as part of wider digital transformation initiatives aimed at improving organizational efficiency, information management and evidence-based decision-making. In developed economies, digital HR technologies have reduced administrative paperwork, improved access to employee information, enhanced data accuracy and strengthened workforce planning (Marler & Parry, 2019). Bondarouk and Brewster (2019) further note that digital HR systems can transform HR functions from routine administrative activities into more strategic organizational roles. Nevertheless, adoption remains uneven, particularly between developed and developing countries. Developing countries often experience inadequate ICT infrastructure, financial constraints, limited digital skills and resistance to technological change, which can slow digital

transformation (World Bank, 2020). Therefore, effective HRRMS adoption depends not only on the availability of technology but also on organizational conditions that support its implementation and utilization.

In Africa, governments and public institutions have increasingly introduced digital systems to modernize public administration and improve service delivery. Despite these efforts, the adoption of digital information systems remains constrained by inadequate ICT infrastructure, unreliable electricity and internet connectivity, limited digital competencies, financial limitations and organizational resistance (Manda & Backhouse, 2017; Mamba & Isabirye, 2021). Many public institutions continue to depend partly on paper-based records, which can result in delays, duplication and difficulties in accessing timely information. Ndemo and Weiss (2017) observe that dependence on traditional systems remains a challenge to digital transformation in many African institutions. These challenges indicate that successful digital HR transformation requires not only investment in technology but also appropriate organizational support, user training, effective supervision and management commitment to facilitate acceptance and continued utilization of digital systems.

In Tanzania, the government has undertaken several initiatives to promote digital transformation in public administration, including the National e-Government Strategy, the establishment of the e-Government Authority (e-GA) and the implementation of the Human Capital Management Information System (HCMIS). These initiatives seek to improve public-sector human resource management through centralized employee information, improved administrative efficiency, accountability and timely decision-making. However, the adoption and effective utilization of digital systems in Tanzanian public institutions continue to face challenges related to ICT infrastructure, inadequate training, limited technical capacity, financial constraints and organizational readiness (Manda & Backhouse, 2017; Sife et al., 2019). Consequently, the introduction of national digital initiatives does not automatically result in complete adoption at the institutional level. Some institutions may continue to experience partial system utilization, parallel use of manual and electronic records and delays in updating employee information, creating a need to examine organizational factors that facilitate effective HRRMS adoption.

Administrative support is one of the important organizational factors that may influence HRRMS adoption. It refers to management commitment demonstrated through leadership, resource allocation, policy direction, training, supervision, technical assistance and encouragement of employees to use the system. Strong administrative support can facilitate adoption by ensuring the availability of financial and technological resources, providing appropriate user training, coordinating implementation and addressing technical challenges. It can also create a favourable organizational climate in which employees understand the importance of the system and are encouraged to integrate it into their routine activities. Conversely, inadequate administrative support may result in insufficient resources, weak supervision, inadequate training and limited technical assistance, encouraging continued dependence on manual procedures. Marler and Parry (2019) emphasize the importance of organizational and leadership support in enabling successful digital transformation in human resource management.

The issue is particularly relevant to the Tanzania Prisons Service because human resource administration operates within a highly hierarchical, security-sensitive and geographically dispersed environment. Accurate and timely personnel records are essential for staff deployment, promotion, leave administration, training, performance management and retirement planning. However, HRRMS adoption may be constrained by inadequate infrastructure, limited digital skills, insufficient training, technical support challenges, financial limitations and continued reliance on manual procedures. In such a hierarchical institution, administrative support may be particularly important because management influences resource allocation, policy implementation, staff training and monitoring of system utilization. Although Tanzania has introduced initiatives to strengthen digital human resource management, limited empirical research has examined the specific influence of administrative support on HRRMS adoption within correctional institutions, particularly at regional prison offices. This study was therefore undertaken to examine the influence of administrative support on the adoption of the Human Resource Records Management System at Iringa Regional Prisons Offices, with the aim of generating empirical evidence to inform measures for strengthening HRRMS adoption and utilization within the Tanzania Prisons Service.

1.2 Problem Statement

Despite the Government of Tanzania's efforts to promote digital human resource management through initiatives such as the Human Capital Management Information System (HCMIS), challenges in the adoption and effective utilization of Human Resource Records Management Systems (HRRMS) continue to affect public institutions. Effective HRRMS adoption requires sustained administrative support in terms of management commitment, adequate financial and technological resources, user training, policy guidance, supervision and technical assistance (Marler & Parry, 2019; Sife et al., 2019). However, inadequate managerial support may result in insufficient resources, limited training, weak implementation supervision and continued reliance on manual personnel records, thereby slowing HRRMS adoption. This problem is particularly important within the Tanzania Prisons Service, where accurate, timely and confidential human resource information is essential for staff deployment, promotion, transfers, leave management, payroll administration and workforce planning. The Controller and Auditor General (CAG) has reported capacity and staffing challenges within the Prison Service, including challenges affecting Iringa Prison (URT, 2019), while the Government's continued recruitment of prison officers further demonstrates the importance of effective workforce planning and reliable personnel information. Where administrative support for HRRMS is inadequate, the system may remain partially utilized, resulting in parallel manual and electronic records, delays in updating personnel information and inefficiencies in administrative decision-making. Although previous studies have examined ICT adoption in Tanzanian public institutions, limited empirical evidence exists on the specific influence of administrative support on HRRMS adoption within correctional institutions, particularly at Iringa Regional Prisons Offices. Therefore, this study seeks to examine the influence of administrative support on the adoption of HRRMS at Iringa Regional Prisons Offices in order to generate empirical evidence on how management commitment, resource provision, training, policy support, supervision and technical assistance influence effective system adoption and utilization.

2. LITERATURE REVIEW

2.1 Theoretical Literature Review: The Technology Organization Environment (TOE)

This framework is the most useful theory for this study, as it provides a comprehensive institutional-level perspective on factors influencing the adoption of technological innovations, such as Human Resource Records Management Systems (HRRMS) in public institutions. Developed by Tornatzky and Fleischer in 1990, TOE posits that the adoption of technology is determined by three interrelated contexts: the technological context, which includes the availability, compatibility and complexity of technology; the organizational context, encompassing leadership commitment, financial resources, organizational size and internal culture; and the environmental context, which incorporates regulatory frameworks, government policies and external support systems (Tornatzky & Fleischer, 1990; Baker, 2012). The framework assumes that adoption decisions are not solely based on technical characteristics but are shaped by the interaction between internal readiness and external pressures, making it particularly suitable for analyzing adoption in structured, hierarchical and resource-constrained public sector organizations such as prisons.

The strengths of TOE lie in its ability to provide a holistic view of technology adoption at the organizational level and to account for the combined effects of technological, managerial and environmental factors (Baker, 2012; Oliveira & Martins, 2011). It allows researchers to examine why systems like HRRMS may be adopted slowly, by linking inadequate infrastructure, weak managerial support and regulatory or policy limitations to practical outcomes, such as delays in payroll processing, errors in employee records and inefficiencies in administrative workflows. A key limitation of TOE is its limited attention to individual user behavior, which may affect day to day system utilization. Nevertheless, for this study, TOE is highly relevant because the independent variables technological infrastructure, administrative support and resistance to change map directly onto the technological and organizational contexts of the framework, while government digitalization initiatives and ICT policies represent the environmental context. The dependent variable, administrative performance, captures the efficiency, accuracy and timeliness of HR processes as outcomes of HRRMS adoption. By applying TOE, this study can systematically investigate how institutional, technological and environmental factors interact to influence the speed of HRRMS adoption and the consequent administrative efficiency at Iringa Prison, providing both empirical and practical insights for policy and implementation (Baker, 2012).

2.2 Empirical Review: Influence of Administrative Support on HRRMS Adoption

Giri et al.,(2019), explored “Determinants of e-HRM Adoption Intentions among HR Professionals in Indian Manufacturing Firms”. Using the Technology Acceptance Model (TAM), the study surveyed 200 HR professionals to assess factors influencing adoption intentions and system use. Findings showed that positive administrative support, including managerial encouragement, resource allocation and training opportunities, significantly increased adoption intentions. However, the study’s focus on private manufacturing organizations limits generalizability to public institutions with stricter hierarchies and procedural constraints, leaving a gap in understanding administrative support effects in security-sensitive environments such as prisons.

Karia and Soliman (2017) investigated “ERP Adoption in Egyptian Higher Education Institutions: The Role of Leadership and Organizational Factors” using the Technology-Organization-Environment (TOE) framework. The study found that leadership commitment, policy support and managerial engagement strongly influenced adoption readiness. While the research provides organizational level insights, universities differ from high security operational environments, where confidentiality, controlled access and strict protocols affect HRMS adoption, highlighting a contextual gap for correctional facilities.

Mohd-Yusof and Abd-Aziz (2025) assessed “Organizational Readiness for HRMS Adoption in Malaysia’s Public Service Department” using qualitative interviews and document analysis. Findings emphasized that administrative support, including leadership engagement, resource provision and IT championing, is critical to adoption. However, the study focused on a centralized public administration rather than security-sensitive institutions, leaving a gap in understanding how hierarchical and operational constraints influence administrative support for HRMS adoption in prisons.

Dilu et al., (2017), surveyed the “Readiness for Human Resource Information System Adoption in Tanzanian Public Hospitals: Managerial Support and Implementation Challenges”. The study used 246 HR employees and 16 key informants across Tanzanian public hospitals to evaluate HRIS adoption readiness. Using logistic regression and interviews, the study found that managerial support, training and awareness positively influenced adoption, while weak supervision hindered implementation. Although the study highlights the importance of administrative support in Tanzanian public institutions, its focus on healthcare settings limits generalizability. Evidence remains lacking for correctional institutions, where operational priorities, hierarchical structures and sensitive personnel data create unique administrative support challenges that affect HRMS adoption.

Khan and Khan (2016) examined “The Impact of Top Management Support on Human Resource Information System Adoption in Organizations” The study employed a quantitative survey approach to assess how managerial involvement influences HRIS implementation. Findings revealed that top management support through resource allocation, policy direction and encouragement of employee participation significantly improved HRIS adoption outcomes. However, the study focused on general organizations and did not consider the administrative complexities and security requirements of correctional institutions, creating a contextual gap.

Obeidat (2016) investigated “The Effect of Human Resource Information Systems on Organizational Performance: An Empirical Study in Jordanian Organizations” Using a quantitative research design and questionnaire survey, the study analyzed the relationship between HRIS implementation factors and organizational outcomes. Results showed that management commitment, technical support and organizational readiness were significant contributors to successful HRIS utilization. Nevertheless, the study was conducted in private-sector organizations, limiting its applicability to public security institutions where administrative procedures and hierarchical structures may influence HRMS adoption.

Al-Dmour, et al.,(2017) examined “Factors Influencing the Adoption of Human Resource Information Systems in Organizations.” The study used a survey methodology and statistical analysis to identify organizational factors affecting HRIS adoption. Findings indicated that leadership support, organizational preparedness and availability of implementation resources positively influenced technology adoption. However, the study did not focus on public-sector institutions with strict operational controls, leaving a gap in understanding administrative support within correctional environments.

Mishra and Akman (2015) explored “Information Technology Adoption in Organizations: The Role of Management Support and Organizational Factors” Using empirical survey data, the study examined factors affecting technology acceptance and implementation. Findings demonstrated that managerial commitment, strategic support and organizational resources were essential for overcoming implementation barriers. Although relevant to technology adoption, the study was not specifically focused on HRMS and did not address the unique administrative conditions of correctional institutions.

Yusliza et al., (2015) investigated “Factors Affecting the Adoption of Electronic Human Resource Management Systems in Organizations” The study employed a quantitative survey design to examine organizational determinants of e-HRM adoption. Findings showed that management support, organizational readiness and employee involvement significantly influenced adoption decisions. However, the study was conducted in Malaysian organizations and differences in institutional structures, resource availability and administrative practices limit direct application to Tanzanian correctional institutions.

Kamaruddin et al., (2018) examined “Organizational Readiness and Leadership Support in the Adoption of Human Resource Information Systems” Using questionnaire surveys and regression analysis, the study found that leadership commitment, effective communication and provision of adequate resources were critical for successful HRIS implementation. Despite providing useful evidence on the role of administrative support, the study focused on non-security organizations and did not explore how administrative support operates in correctional institutions characterized by strict authority structures, confidentiality concerns and controlled operational environments.

2.3 Knowledge Gap

The empirical studies consistently show that administrative or top-management support promotes HRMS/e-HRM adoption, mainly through leadership commitment, resource allocation, training, policy direction, communication and technical assistance. However, the reviewed studies reveal several important gaps. Most were conducted in private organizations, manufacturing firms, universities, hospitals or general public-sector settings (Giri et al., 2019; Karia & Soliman, 2017), where organizational structures and operational requirements differ from those of correctional institutions. Although Dilu et al. (2017) provide evidence from Tanzania, their focus was on public hospitals, leaving limited evidence from security-sensitive institutions. Furthermore, the reviewed studies largely examined administrative support as one of several organizational determinants of HRMS adoption, with limited attention to its specific influence on HRRMS adoption within highly hierarchical and security sensitive environments. In particular, there is insufficient empirical evidence on how management commitment, resource provision, training, policy support, supervision and technical assistance influence HRRMS adoption in the Tanzania Prisons Service. The geographical context also remains underexplored, as none of the reviewed studies specifically examined Iringa Regional Prisons Offices. Therefore, a contextual, institutional and geographical empirical gap existed regarding the influence of administrative support on HRRMS adoption in Tanzanian correctional institutions, which the present study seeks to address.

2.4 Conceptual Framework

According to Bogdan and Biklen (2016), a conceptual framework is a structured representation of the key concepts and relationships underlying a study. It provides a logical basis for explaining how variables relate to one another and guides the formulation of hypotheses, data collection and analysis (Maxwell, 2013). In this study, the conceptual framework presents the expected relationship between administrative support, as the independent variable and adoption of the Human Resource Records Management System (HRRMS), as the dependent variable, at Iringa Regional Prisons Offices. Administrative support is reflected through management commitment, resource provision, user training, policy support, implementation supervision, communication and technical assistance, which are expected to create favourable conditions for employees to accept and effectively utilize HRRMS (Sife et al., 2019). HRRMS adoption refers to the extent to which the system is accepted, consistently utilized and integrated into routine human resource records management activities, as reflected by extent and frequency of system use, utilization of system functionalities, timely updating of employee information, reduced reliance on manual records and integration of electronic records into HR processes. The framework is anchored in the Technology Organization Environment (TOE) framework, particularly its organizational dimension, which emphasizes the role of organizational conditions in technology adoption. Accordingly, the framework proposes that effective administrative support positively influences HRRMS adoption, while inadequate administrative support may contribute to partial system utilization, continued reliance on manual records and ineffective integration of HRRMS into routine administrative processes. Figure 1 illustrates the hypothesized relationship between administrative support and HRRMS adoption at Iringa Regional Prisons Offices.

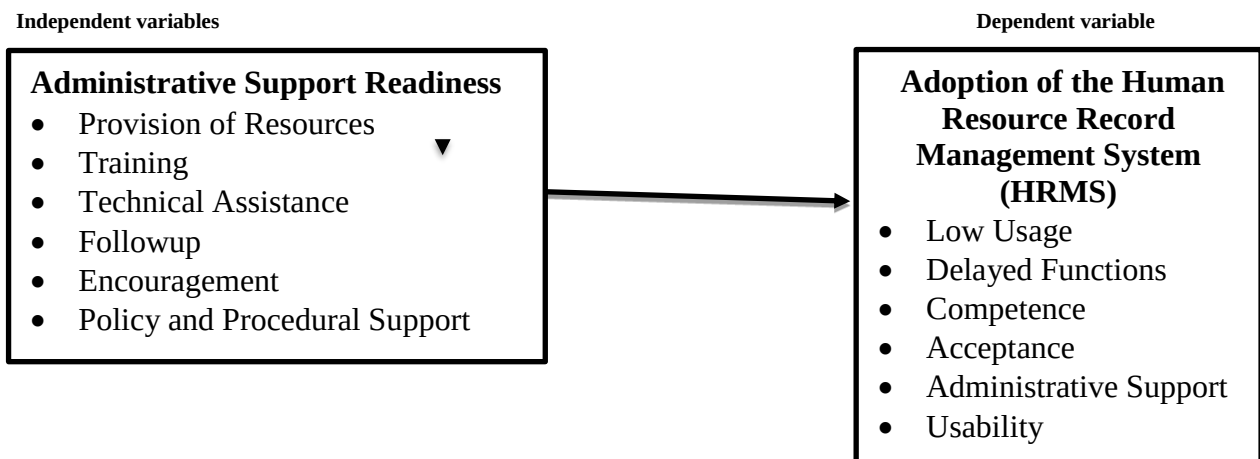


Figure 1: Conceptual Framework

Source: Researcher Construction, (2026)

3. RESEARCH METHODOLOGY

The study was conducted at Iringa Regional Prisons Offices and adopted a mixed-methods approach to obtain both quantitative and qualitative evidence on HRRMS adoption. A cross-sectional research design was employed to examine the study variables at a single point in time (Kothari, 2014). The target population comprised 233 prison staff from five offices, including HR, administrative, ICT, payroll and management personnel. A sample of 150 respondents was selected, consisting of 140 quantitative respondents obtained through proportional sampling and 10 key informants selected purposively. Stratified and simple random sampling techniques were used for questionnaire respondents, while purposive sampling was used to select key informants with relevant knowledge of HRRMS operations. Primary data were collected through structured questionnaires using a five-point Likert scale and semi-structured interviews, while secondary information was obtained from relevant documentary and electronic sources (Creswell & Creswell, 2018).

Quantitative data were analyzed using descriptive and inferential statistics, including frequencies, percentages, means, Pearson correlation and multiple regression analysis, to establish the relationships between the study variables and determine the influence of administrative support on HRRMS adoption (Gujarati & Porter, 2009). Qualitative data from interviews were analyzed thematically following the procedures proposed by Braun and Clarke (2013). Construct validity was assessed through Principal Component Analysis (PCA), with five components having eigenvalues above 1 and explaining a cumulative 69.352% of the total variance, indicating satisfactory construct validity (Hair et al., 2010). Reliability was assessed using Cronbach's alpha, with coefficients ranging from 0.706 to 0.874 for the study constructs, exceeding the commonly accepted threshold of 0.70 and confirming acceptable internal consistency.

Ethical principles were observed throughout the study to protect participants and maintain research integrity. Permission to conduct the research was obtained from the relevant prison authorities and the university, while participants provided informed consent after being informed about the purpose and procedures of the study. Participation was voluntary and respondents were informed of their right to withdraw without negative consequences. Confidentiality and anonymity were maintained through the use of codes instead of participants' names and information collected was used strictly for academic purposes. Particular attention was given to protecting sensitive institutional information because the study was conducted within a security-sensitive correctional environment. These measures were consistent with established ethical principles concerning informed consent, confidentiality, voluntary participation and protection of research participants (Creswell, 2014).

4. DATA PRESENTATION AND DISCUSSION

4.2 Characteristics of Respondents

Table 1 presents the demographic characteristics of the 140 respondents who participated in this study. The characteristics include gender, age, work experience, education level, occupation and work station. These characteristics are important because they provide information about the composition of the study sample and help establish whether the respondents possessed the necessary background and experience to provide reliable information regarding the implementation of the Human Resource Recruitment Management System (HRRMS). According to Kothari (2014), presenting respondents' demographic characteristics enhances the credibility of research findings by demonstrating the representativeness of the sample.

The findings indicate that out of 140 respondents, 80(57.1%) were male while 60(42.9%) were female. The results suggest that male respondents constituted the majority of the study participants, although female employees also formed a substantial proportion. The predominance of male respondents may be attributed to the staffing composition of the Tanzania Prisons Service, where security-related positions have historically been occupied by more men than women. Nevertheless, the relatively high proportion of female respondents demonstrates that women are increasingly participating in

correctional services and administrative functions within the organization. The inclusion of both male and female respondents ensured that the study captured diverse perspectives regarding HRRMS implementation and utilization. This observation is consistent with Creswell and Creswell (2018), who argue that demographic diversity enhances the comprehensiveness and validity of organizational research findings.

Table 1: Characteristics of Respondents

Variable		Frequency	Percent
Gender	Male	80	57.1
	Female	60	42.9
	Total	140	100.0
Age	20-29 years old	15	10.7
	30-39 years old	57	40.7
	40-49 years old	46	32.9
	50-60 years old	22	15.7
	Total	140	100.0
Experience	1-5 years	80	57.1
	6-10 years	38	27.1
	11-15 years	12	8.6
	16-20 years	6	4.3
	Above 20 years	4	2.9
	Total	140	100.0
Education	Form IV	39	27.9
	Form VI	25	17.9
	Diploma	46	32.9
	Bachelor Degree	26	18.6
	Masters	4	2.9
	Total	140	100.0
Occupation	Security officers	100	71.4
	Hr officer	20	14.3
	Adminstrtion officer	11	7.9
	ICT staff	9	6.4
	Total	140	100.0
Area	Iringa Prison Office HQ	32	22.9
	Kilolo Prison (Mgagao)	19	13.6
	Mufindi Prison	3	2.1
	Iringa DC Prison (Pawaga)	14	10.0
	Iringa MC Prison (Iringa Town)	72	51.4
	Total	140	100.0

Source: Researcher, (2026)

Regarding age distribution, the results show that 57 respondents (40.7%) were aged between 30 and 39 years, making this the largest age group. This was followed by respondents aged between 40 and 49 years, who accounted for 46 respondents (32.9%). Those aged between 50 and 60 years constituted 22 respondents (15.7%), while the youngest respondents, aged between 20 and 29 years, comprised 15 respondents (10.7%).

These findings indicate that the majority of respondents were within the economically active and productive age groups. Employees in the age range of 30 to 49 years are generally expected to have sufficient work experience while remaining adaptable to organizational innovations and technological changes such as HRRMS implementation. Their responses are therefore likely to reflect practical experience regarding the operation of the system. Similar observations have been reported by Venkatesh *et al.* (2012), who found that age influences technology acceptance, with middle-aged employees often demonstrating both experience and willingness to adopt organizational information systems.

The findings further reveal that 80 respondents (57.1%) had worked for between one and five years, while 38 respondents (27.1%) had six to ten years of working experience. Respondents with 11 to 15 years of experience accounted for 12 (8.6%), those with 16 to 20 years were 6 (4.3%) and only 4 respondents (2.9%) had more than 20 years of work experience. The results imply that most respondents had relatively moderate work experience within the Tanzania Prisons Service. Employees with one to ten years of service are likely to have been recruited or managed during periods when digital human resource systems were already being introduced, making them familiar with HRRMS operations. At the same time, respondents with longer experience provided historical perspectives regarding changes from manual to electronic human resource management systems. According to Saunders *et al.*, (2019), respondents with adequate organizational experience are capable of providing reliable information regarding institutional processes and technological changes.

With respect to educational attainment, the largest group comprised respondents holding diploma qualifications, accounting for 46 respondents (32.9%). This was followed by Form IV certificate holders with 39 respondents (27.9%), bachelor's degree holders with 26 respondents (18.6%), Form VI certificate holders with 25 respondents (17.9%) and Master's degree holders with only 4 respondents (2.9%). The findings suggest that the majority of respondents possessed at least secondary education, while more than half had post-secondary qualifications. This educational profile indicates that respondents were sufficiently educated to understand the questionnaire and provide informed responses concerning HRRMS implementation. Higher educational attainment is often associated with improved computer literacy, greater awareness of information systems and increased acceptance of technological innovations in organizations. These findings support the Technology Acceptance Model, which suggests that users' knowledge and competence influence their perceptions and actual use of information systems (Davis, 1989).

The occupational distribution shows that security officers constituted the largest category, accounting for 100 respondents (71.4%). Human Resource officers comprised 20 respondents (14.3%), administration officers were 11 (7.9%), while ICT staff accounted for 9 respondents (6.4%). The dominance of security officers reflects the staffing structure of the Tanzania Prisons Service, where correctional and security personnel form the majority of employees. Since HRRMS is intended to serve all categories of employees, the inclusion of security officers was appropriate because they are among the primary users of recruitment, promotion, leave and personnel management services. Furthermore, the inclusion of HR officers, administrative officers and ICT personnel strengthened the study by incorporating respondents directly involved in system administration, implementation and technical support. Their views provided valuable insights into operational challenges affecting HRRMS implementation.

The findings indicate that 72 respondents (51.4%) were drawn from Iringa Municipal Prison, followed by Iringa Regional Headquarters with 32 respondents (22.9%). Kilolo contributed 19 respondents (13.6%), Pawaga Prison contributed 14 respondents (10.0%), while Mufindi Prison contributed only 3 respondents (2.1%). The variation in respondents across work stations corresponds with the population sizes of employees in each prison office and reflects the proportional sampling technique adopted in this study. Iringa Municipal Prison contributed the largest number of respondents because it has the highest employee population among the selected study sites. Proportionate representation from all selected prisons enhances the representativeness of the sample and minimizes sampling bias, thereby improving the generalizability of the study findings within the selected prisons in the Iringa Region (Kothari, 2014).

The demographic characteristics demonstrate that the respondents had diverse backgrounds in terms of gender, age, education, occupation, work experience and work station. This diversity increased the reliability of the data collected and ensured that the findings reflect a broad range of experiences and perceptions regarding the implementation of the Human Resource Recruitment Management System within the Tanzania Prisons Service.

4.2 Influence of Administrative Support on HRRMS Adoption

Table 2 presents the findings on the influence of administrative support on the adoption of the Human Resource Records Management System (HRRMS) in the Tanzania Prisons Service. Administrative support was assessed through six indicators: the provision of necessary tools, employee training, the availability of technical support, management monitoring, leadership encouragement and organizational policies supporting HRRMS usage.

The findings indicate that administrative support plays a significant role in influencing HRRMS adoption. A majority of respondents acknowledged that management has made efforts to provide the resources, training and guidance necessary for effective system implementation. However, some challenges remain, particularly regarding consistency of support, continuous monitoring and ensuring that all employees fully integrate HRRMS into their daily activities.

Regarding the provision of necessary tools for HRRMS use (AS1), the findings show that 94 respondents (67.2%) agreed that management provides the required tools, including computers and other facilities necessary for system operation. Only 11 respondents (7.8%) disagreed, while 35 respondents (25.0%) remained neutral. The results show that the Tanzania Prisons Service has made considerable efforts to create enabling conditions for HRRMS

utilization. Availability of appropriate technological resources is essential because employees cannot effectively adopt electronic systems without access to the necessary infrastructure.

However, the neutral responses indicate that access to resources is not uniform across all prisons' offices. Some employees may still experience challenges related to the availability, adequacy, or accessibility of HRRMS facilities. This finding implies that while management support exists, continuous assessment of resource requirements is necessary to ensure that all offices have equal capacity to utilize the system effectively.

The qualitative findings supported this observation. One administrative officer explained:

"Management has supported the implementation of HRRMS by providing computers and other facilities required for system operations. However, some offices still need additional equipment because the number of users is increasing and the available resources are sometimes insufficient" (*Administrative Officer, Interview, Prisons Service Office; Iringa Municipal Prisons Offices, 25 June 2026*).

This indicates that administrative support in terms of resource allocation has contributed positively to HRRMS adoption, although improvement in resource distribution is required.

Concerning employee training on HRRMS (AS2), the results reveal that 130 respondents (92.8%) agreed that employees receive adequate training, while 25 respondents (17.8%) disagreed and 43 respondents (30.7%) remained neutral. The high level of agreement demonstrates that training has been a major administrative strategy for improving employees' ability to use HRRMS. Training reduces uncertainty, improves computer skills and enhances employees' confidence in interacting with electronic systems. Nevertheless, the neutral responses mean that some employees require additional practical training to fully understand advanced HRRMS functions. Training should therefore not be viewed as a one-time activity but as a continuous process that responds to users' changing needs.

A Human Resource Officer supported this finding by stating:

"The initial HRRMS training helped employees understand the basic functions of the system. However, some staff members still experience difficulties when using certain features. Regular refresher training and practical demonstrations would improve employees' confidence and encourage more frequent use of the system" (*Human Resource Officer, Interview, Prisons Service Office; Iringa Kilolo Prisons Offices 26 June 2026*).

The findings further indicate that 97 respondents (69.3%) agreed that staff have access to technical support when using HRRMS (AS3), while 9 respondents (6.5%) disagreed and 34 respondents (24.3%) were neutral. This finding shows that the technical assistance provided by ICT personnel facilitates system adoption by helping employees overcome operational challenges. Technical support is particularly important during the early stages of information system adoption because users may encounter difficulties related to system navigation, errors and connectivity issues. Without timely assistance, employees may abandon the system and return to traditional methods.

An ICT officer explained:

"Most HRRMS users receive technical assistance whenever they encounter problems. However, some challenges require more time to resolve, especially when there are network problems or when many users report issues simultaneously. Strengthening ICT support would improve users' experience with the system" (*ICT Officer, Interview, at Reginal Prison office HQ, 22 June 2026*).

Regarding management monitoring of HRRMS usage (AS4), the findings show that 94 respondents (67.1%) agreed that management monitors system usage, while 10 respondents (7.1%) disagreed and 36 respondents (25.7%) remained neutral. This indicates that monitoring mechanisms exist to encourage employees to use HRRMS in performing human resource activities. Monitoring is important because it promotes accountability and ensures that employees do not continue relying on manual procedures after the introduction of the electronic system. However, the neutral responses indicate that monitoring practices may not be equally experienced by all employees.

One senior officer explained:

"Supervision is necessary because some employees continue using manual processes whenever they face difficulties with HRRMS. When supervisors follow up and remind employees about the importance of using the system, adoption improves" (*Senior Administrative Officer, Interview at Regional Prison office HQ, 22 June 2026*).

The findings on leadership encouragement of HRRMS adoption (AS5) show that 78 respondents (55.7%) agreed or strongly agreed that leaders actively encourage HRRMS use, whereas 17 respondents (12.1%) disagreed and 45 respondents (32.1%) remained neutral. Although the majority recognized leadership support, the findings suggest that leadership involvement should be strengthened to ensure that all employees perceive clear commitment from organizational leaders. Leadership commitment is important because employees often evaluate the importance of organizational changes based on the attitudes and behaviors demonstrated by their supervisors.

A Human Resource Manager stated:

"Employees are more willing to adopt HRRMS when leaders demonstrate commitment and use the system as part of normal operations. Without strong encouragement from supervisors, some employees prefer manual procedures because they are familiar and easier for them" (*Human Resource Manager, Interview, Prisons Service Office; Iringa Municipal Prisons Offices, 28 June 2026*).

Findings indicate that 92 respondents (65.7%) agreed that organizational policies facilitate and prioritize HRRMS usage (AS6), while 16 respondents (11.4%) disagreed and 32 respondents (22.9%) remained neutral. This indicates that institutional policies provide a foundation for HRRMS adoption by establishing expectations regarding system usage. However, policies must be accompanied by enforcement, training and continuous support to achieve effective implementation.

An administrative officer emphasized:

"Policies provide direction on HRRMS implementation, but successful adoption depends on how well those policies are communicated, monitored and supported by management. Employees need both guidelines and practical assistance to change their working habits."

(Administrative Officer, Interview, Interview at Reginal Prison office HQ, 22 June 2026).

These findings demonstrate that administrative support positively influences HRRMS adoption in the Tanzania Prisons Service. Management commitment, provision of resources, employee training, technical support, monitoring, leadership encouragement and supportive policies have contributed to improving system acceptance. However, the findings also reveal that continuous improvement is necessary, particularly in strengthening user training, increasing supervision and ensuring equal access to HRRMS resources across all offices.

The findings are consistent with the Technology Organization Environment Framework, which emphasizes that organizational readiness, management commitment and the availability of technical and financial resources significantly influence the adoption of information systems. Organizations with strong leadership support and adequate institutional capacity are more likely to achieve successful technology implementation (Baker, 2012).

The results are also supported by Yusof *et al.* (2020), who argue that organizational support, employee capacity building and continuous technical assistance are essential for sustaining information system usage in public sector institutions. Their study found that management commitment enhances user confidence and promotes effective utilization of digital systems.

Similarly, Tarhini *et al.* (2016), reported that top management support significantly influences employees' acceptance of information systems by facilitating training opportunities, allocating sufficient resources and encouraging positive attitudes toward technological change. Likewise, Mtebe and Raisamo (2014) found that organizational support and management commitment play a significant role in enhancing technology adoption in developing countries by improving users' skills, motivation and access to technical support.

Therefore, the study concludes that administrative support is a major factor influencing HRRMS adoption in the Tanzania Prisons Service. Strengthening management involvement, expanding continuous training programs, improving technical support services and enforcing HRRMS-related policies will enhance sustainable adoption and maximize the benefits of digital human resource records management.

Table 2: Influence of Administrative Support on HRRMS Adoption

Statement	SD		D		N		A		SA		Total
	F	%	F	%	F	%	F	%	F	%	F
Management provides the necessary tools for HRMS use (AS1)	3	2.1	8	5.7	35	25.0	62	44.3	32	22.9	140
Employees receive adequate training for HRMS (AS2)	3	2.1	22	15.7	43	30.7	65	46.4	65	46.4	140
Staff have access to technical support (AS3)	4	2.9	5	3.6	34	24.3	82	58.6	15	10.7	140
Management monitors use of the HRMS (AS4)	3	2.1	7	5.0	36	25.7	78	55.7	16	11.4	140
Leaders actively encourage the adoption of HRMS (AS5).	3	2.1	14	10.0	45	32.1	58	41.4	20	14.3	140
Organizational policies facilitate and prioritize HRMS usage.(AS6)	8	5.7	8	5.7	32	22.9	69	49.3	23	16.4	140

Source: Researcher (2026)

4.3 Slow Adoption of HRMS

The findings in Table 3 indicate that HRRMS adoption remains a challenge within the Tanzania Prisons Service despite the availability of the system. Regarding low usage of HRRMS, the results show that 114 respondents (81.4%) agreed that HRRMS usage remains low, while only 2 respondents (1.4%) disagreed and 24 respondents (17.1%) remained neutral. This finding demonstrates that a large proportion of employees perceive that the system has not yet been fully integrated into daily human resource activities.

The high level of agreement suggests that many employees continue to rely on alternative methods, particularly manual procedures, instead of consistently using HRRMS. This limits the benefits associated with digital records management, including timely access to information, improved data accuracy and reduced paperwork. The finding implies that introducing a system alone does not guarantee adoption unless employees actively incorporate it into their routine tasks.

The qualitative findings supported this observation. A Human Resource Officer stated:

"Although HRRMS is available, some employees still do not use it regularly. They sometimes prepare documents manually because they are more familiar with the old system. More supervision and encouragement are required to ensure that HRRMS becomes part of everyday activities" (*Human Resource Officer, Interview, Regional Prison office HQ, 22 June 2026*).

Regarding delayed implementation of HRRMS functions, the findings indicate that 100 respondents (71.4%) agreed or strongly agreed that some system functions have experienced delays, while 39 respondents (27.9%) were neutral and only 1 respondent (0.7%) disagreed. This suggests that incomplete implementation of system features has contributed to slow adoption. When employees cannot access all expected HRRMS functions, they may perceive the system as incomplete or less useful compared with traditional methods. Delayed availability of certain features may also force employees to combine electronic and manual processes, reducing confidence in the system.

An ICT officer explained:

"Some HRRMS functions have taken time to become fully operational. When employees find that certain activities cannot be completed through the system, they return to manual methods. Full implementation of all modules would encourage more consistent usage" (*ICT Officer, Interview, Regional Prison office HQ, 22 June 2026*).

Concerning employee competence, the findings show that 87 respondents (62.2%) agreed that competence affects HRRMS adoption, while 50 respondents (35.7%) remained neutral and only 3 respondents (2.1%) disagreed. This indicates that although many employees have basic knowledge of HRRMS, variations in digital skills continue to influence effective system utilization. Employee competence is an important determinant of technology adoption because users with limited skills may experience difficulties and avoid using the system.

This finding supports the Technology Organization Environment (TOE) framework, which emphasizes that successful technology adoption depends on the interaction of technological, organizational and environmental factors (Tornatzky & Fleischer, 1990). In particular, the technological context suggests that systems that are easy to implement, compatible with existing infrastructure and supported by adequate ICT resources are more likely to be successfully adopted. At the organizational level, user skills, training and management support enhance organizational readiness, thereby increasing the likelihood of effective system adoption and utilization. Therefore, the finding indicates that improving technological infrastructure and strengthening organizational capacity are essential for promoting successful information system adoption, consistent with the TOE framework (Baker, 2012).

A key informant emphasized:

"Some employees understand the basic operations of HRRMS, but others require additional support, especially when performing more advanced functions. Training should continue because confidence develops through regular practice" (*ICT Officer, Interview, Prisons Service Office; Mufindi, 27 June 2026*).

Regarding HRRMS acceptance, the results reveal that 104 respondents (74.3%) agreed that acceptance influences adoption, while 33 respondents (23.6%) remained neutral and only 3 respondents (2.1%) disagreed. This indicates that although many employees have accepted the system, complete acceptance has not yet been achieved among all users. Acceptance is influenced by employees' perceptions of usefulness, ease of use and the extent to which they are involved in the change process. Employees who perceive HRRMS as beneficial are more likely to integrate it into their daily activities.

One administrative officer stated:

"Employees who understand the advantages of HRRMS have accepted it more easily because they see how it reduces paperwork and improves access to information. However, some employees still need more awareness about the importance of using the system" (*Administrative Officer, Interview, Prisons Service Office; Mufindi, 29 June 2026*).

The findings regarding administrative support show that 85 respondents (60.7%) agreed that administrative support influences HRRMS adoption, while 18 respondents (12.8%) disagreed and 37 respondents (26.4%) remained neutral. This indicates that management involvement remains an important factor in encouraging employees to use the system. Strong administrative support provides the resources, motivation, monitoring and guidance necessary for successful adoption. Where management commitment is weak, employees may not consider the system a priority.

A senior officer explained:

"Employees take HRRMS seriously when leaders emphasize its importance and monitor its usage. Without continuous follow-up, some staff may revert to manual approaches because they are more comfortable with them" (*Senior Officer, Interview Prisons Service Office; Kilolo, 24 June 2026*).

Findings on HRRMS usability indicate that 113 respondents (80.7%) agreed that usability affects adoption, while 27 respondents (19.3%) disagreed or remained neutral. This shows that most employees perceive usability as an important factor. A system that is easy to navigate and meets employees' needs is more likely to be accepted and used consistently. However, complexity and technical difficulties may discourage users from fully adopting the system.

The findings are consistent with Dwivedi *et al.* (2021), who argue that users are more likely to adopt digital technologies when they perceive them as useful, easy to use and capable of improving work performance. Their study highlights usability, organizational readiness and user experience as key determinants of successful technology adoption.

The findings are also supported by Verkijika (2020), who found that system usability, ease of use and users' digital competence significantly influence the adoption and continued use of digital technologies. Systems that are intuitive and reliable encourage greater acceptance among users. Similarly, Chatterjee *et al.* (2021), reported that digital transformation initiatives are more successful when organizations provide user-friendly systems, adequate training and continuous technical support. Employees are less likely to adopt systems that are perceived as difficult to use or poorly aligned with their work processes.

Furthermore, Mendling *et al.* (2020), observed that digital systems are more successfully adopted when they are user-friendly, integrated into existing organizational processes and supported by continuous user training and technical assistance. Complex interfaces and incomplete system functionality reduce user satisfaction and hinder sustained adoption.

Table 3: Slow Adoption of HRMS

Statement	SD		D		N		A		SA		Total
	F	%	F	%	F	%	F	%	F	%	F
Low Usage	1	.7	1	.7	24	17.1	93	66.4	21	15.0	140
Delayed Functions	1	.7	0	0.0	39	27.9	79	56.4	21	15.0	140
Competence	1	.7	2	1.4	50	35.7	81	57.9	6	4.3	140
Acceptance	1	.7	2	1.4	33	23.6	84	60.0	20	14.3	140
Administrative Support	3	2.1	15	10.7	37	26.4	71	50.7	14	10.0	140
Usability	1	.7	26	18.6	26	18.6	73	52.1	40	28.6	140

Source: Researcher (2026)

4.4 Multiple Correlation Analysis: Influence of Administrative Support on HRRMS Adoption

Pearson correlation analysis was conducted to determine the relationship between administrative support and the slow adoption of the Human Resource Records Management System (HRRMS). The analysis examined the relationship between administrative support indicators (AS1-AS6) and the overall administrative support construct (AS) as well as their relationship with slow HRRMS adoption (SA). The results presented in Table 4 indicate that all administrative support indicators were positively and significantly correlated with the overall administrative support variable at a significance level of 0.01. Specifically, AS6 (organizational policies facilitating HRRMS usage) had the strongest correlation with overall administrative support ($r = .865, p < 0.01$), followed by AS2 (employee training) ($r = .731, p < 0.01$), AS1 (provision of necessary tools) ($r = .696, p < 0.01$), AS5 (leadership encouragement) ($r = .675, p < 0.01$), AS4 (management monitoring) ($r = .658, p < 0.01$) and AS3 (technical support) ($r = .578, p < 0.01$). These results demonstrate that the selected indicators consistently measured the administrative support construct, indicating that organizational resources, leadership commitment, training, monitoring and supportive policies are important dimensions of administrative support in HRRMS implementation.

The findings further reveal a positive and significant relationship between administrative support and slow adoption of HRRMS ($r = .677, p < 0.01$). This implies that administrative support is strongly associated with HRRMS adoption, whereby effective management involvement, the availability of resources, technical assistance and supportive organizational policies influence employees' willingness to use the system. Among the administrative support indicators, AS6 recorded the strongest relationship with slow adoption ($r = .626, p < 0.01$), followed by AS5 ($r = .558, p < 0.01$), AS4 ($r = .521, p < 0.01$), AS2 ($r = .409, p < 0.01$), AS1 ($r = .394, p < 0.01$) and AS3 ($r = .333, p < 0.01$). The findings suggest that clear organizational policies, leadership encouragement and continuous monitoring are particularly important in reducing challenges associated with slow HRRMS adoption. These results support the Unified Theory of Acceptance and Use of Technology (UTAUT) by Venkatesh *et al.* (2003), which identifies facilitating conditions and social influence as key determinants of technology acceptance. They also agree with DeLone and McLean's (2003) Information Systems Success Model, which emphasizes the importance of organizational support and service quality in achieving successful information system implementation. Therefore, strengthening administrative commitment, improving employee training and ensuring continuous managerial support are essential strategies for enhancing HRRMS adoption in the Tanzania Prisons Service.

Table 4: Correlation between Administrative Support and HRRMS Adoption

Item	AS1	AS2	AS3	AS4	AS5	AS6	AS	SA1	SA2	SA3	SA4	SA5	SA6	SA
AS1	1													
AS2	.544**	1												
AS3	.368**	.414**	1											
AS4	.274**	.324**	-.006	1										
AS5	.259**	.287**	.367**	.395**	1									
AS6	.491**	.499**	.337**	.771**	.515**	1								
AS	.696**	.731**	.578**	.658**	.675**	.865**	1							
SA1	.303**	.353**	.405**	.157	.270**	.390**	.446**	1						
SA2	.434**	.323**	.279**	.223**	.423**	.400**	.497**	.517**	1					
SA3	.125	.232**	.226**	.131	.314**	.229**	.300**	.591**	.474**	1				
SA4	.226**	.245**	.306**	.124	.457**	.277**	.390**	.078	.436**	.194*	1			
SA5	.161	.153	-.031	.785**	.360**	.601**	.484**	.144	.231**	.147	.071	1		
SA6	.285**	.301**	.181*	.419**	.311**	.437**	.460**	.328**	.309**	.235**	.393**	.382**	1	
SA	.394**	.409**	.333**	.521**	.558**	.626**	.677**	.654**	.750**	.647**	.553**	.570**	.693**	1

Source: Researcher (2026)

4.5 Multiple Regression Analysis

The results in Table 5 indicate that administrative support has a positive and statistically significant influence on HRRMS adoption at Iringa Regional Prisons Offices ($B = 0.285$, $\beta = 0.399$, $t = 3.785$, $p < 0.001$). The positive coefficient indicates that improvements in administrative support are associated with increased adoption of HRRMS. Specifically, a one-unit increase in administrative support is associated with a 0.285-unit increase in HRRMS adoption, holding other factors constant. The standardized beta coefficient ($\beta = 0.399$) further indicates that administrative support makes a meaningful contribution to explaining variations in HRRMS adoption. The statistical significance of the coefficient, as indicated by $p < 0.001$, demonstrates that the observed relationship is unlikely to have occurred by chance.

The finding suggests that effective administrative support, including management commitment, provision of necessary resources, training, policy guidance, supervision, communication and technical assistance, is important for enhancing employees' adoption and use of HRRMS. This finding is consistent with Dwivedi et al. (2021), who emphasize that organizational support, management commitment, user readiness and appropriate implementation arrangements are important in facilitating successful adoption of digital technologies. Similarly, previous empirical studies have demonstrated that management involvement and organizational support can create an enabling environment for employees to accept and effectively use information systems.

Table 5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	10.598	1.021		10.382	.000
	AS	.285	.075	.399	3.785	.000

a. Dependent Variable: SA

Source: Researcher, (2026)

4.6 Discussion of Findings

The findings demonstrate that administrative support (AS) has a positive and statistically significant influence on HRRMS adoption at Iringa Prison ($B = 0.285$, $\beta = 0.399$, $t = 3.785$, $p < 0.001$). The null hypothesis that administrative support has no significant influence on HRRMS adoption is therefore

rejected. The unstandardized coefficient indicates that a one-unit increase in administrative support is associated with a 0.285-unit increase in HRRMS adoption, holding technological infrastructure and resistance to change constant. The standardized coefficient ($\beta = 0.399$) further demonstrates that administrative support makes a relatively strong contribution to explaining HRRMS adoption in the study area. This finding suggests that employees are more likely to adopt and utilize HRRMS when management provides direction, resources, training, encouragement and technical support for system implementation.

The result provides strong support for the organizational component of the Technology-Organization-Environment (TOE) framework. The TOE framework recognizes organizational characteristics and resources as important conditions shaping technology adoption (Tornatzky & Fleischer, 1990). Administrative support represents an important organizational mechanism through which management can create an environment conducive to technology adoption. At Iringa Prison, management commitment may influence whether employees perceive HRRMS as an organizational priority, receive adequate assistance when encountering difficulties and are encouraged to replace traditional manual procedures with electronic processes. Therefore, the finding indicates that technology adoption is not simply a technical process but also an organizational process requiring active managerial involvement.

The finding is consistent with Dwivedi *et al.* (2021), who emphasize the importance of organizational conditions, technological support and appropriate organizational structures in enabling digital technology adoption. It is also consistent with Chatterjee *et al.* (2021), whose research applying an integrated technology-organization-environment perspective found that organizational and leadership-related factors are important in shaping digital technology adoption. Evidence from other information-system contexts similarly demonstrates the importance of top-management support. For example, Khobi *et al.* (2020) found top-management support to be a significant predictor of information-system usage, while HRIS research has identified top-management support among the most important organizational factors influencing adoption.

However, the present finding is particularly important because it demonstrates that administrative support may be more influential than technological infrastructure in the specific correctional context studied. The standardized beta for administrative support ($\beta = 0.399$) is substantially larger in magnitude than that for technological infrastructure ($\beta = -0.032$), indicating that organizational support contributed considerably more to explaining HRRMS adoption in the regression model. This suggests that even where technological facilities are available, adoption may remain limited if managers do not actively support implementation. Conversely, strong administrative commitment can encourage employees to use the system, provide mechanisms for solving implementation problems and reinforce HRRMS as part of routine personnel administration.

The implication is that management at Iringa Prison and the wider Tanzania Prisons Service should treat administrative support as a central component of HRRMS implementation. Management should provide clear instructions concerning system use, allocate adequate resources, organize continuous user training, establish technical support mechanisms and regularly monitor HRRMS utilization. Managers should also communicate the benefits of HRRMS to employees and demonstrate commitment through their own support for digital human resource procedures. Such measures can strengthen employee confidence in the system and facilitate the transition from manual to digital personnel administration. More broadly, the finding suggests that successful digital transformation within correctional institutions requires leadership commitment alongside technological investment.

5. CONCLUSION AND RECCOMENDATION

5.1 Conclusion

The study concludes that administrative support has a positive and statistically significant influence on the adoption of the Human Resource Records Management System (HRRMS) at Iringa Regional Prisons Offices. The findings indicate that stronger administrative support is associated with higher levels of HRRMS adoption, as demonstrated by the positive regression coefficient ($B = 0.285$, $\beta = 0.399$, $p < 0.001$). This suggests that management commitment, adequate resource provision, employee training, effective communication, supervision, policy support and technical assistance are important in creating an enabling environment for employees to adopt and consistently use HRRMS. Therefore, administrative support should be regarded as an important organizational factor in improving the implementation and utilization of HRRMS within the Tanzania Prisons Service.

5.2 Recommendations

Based on these findings, the study recommends that the Tanzania Prisons Service should strengthen administrative support for HRRMS adoption by ensuring sustained management commitment, adequate allocation of financial and technical resources, regular user training, effective communication and continuous supervision of system utilization. Management should also establish mechanisms for identifying and addressing employees' challenges in using HRRMS and provide timely technical assistance to users. Furthermore, prison offices should integrate HRRMS implementation into routine administrative practices and monitor its utilization regularly to ensure that employees consistently use the system for human resource records management. These measures can help strengthen system acceptance, improve the reliability and accessibility of human resource records and enhance the overall effectiveness of HR records management.

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