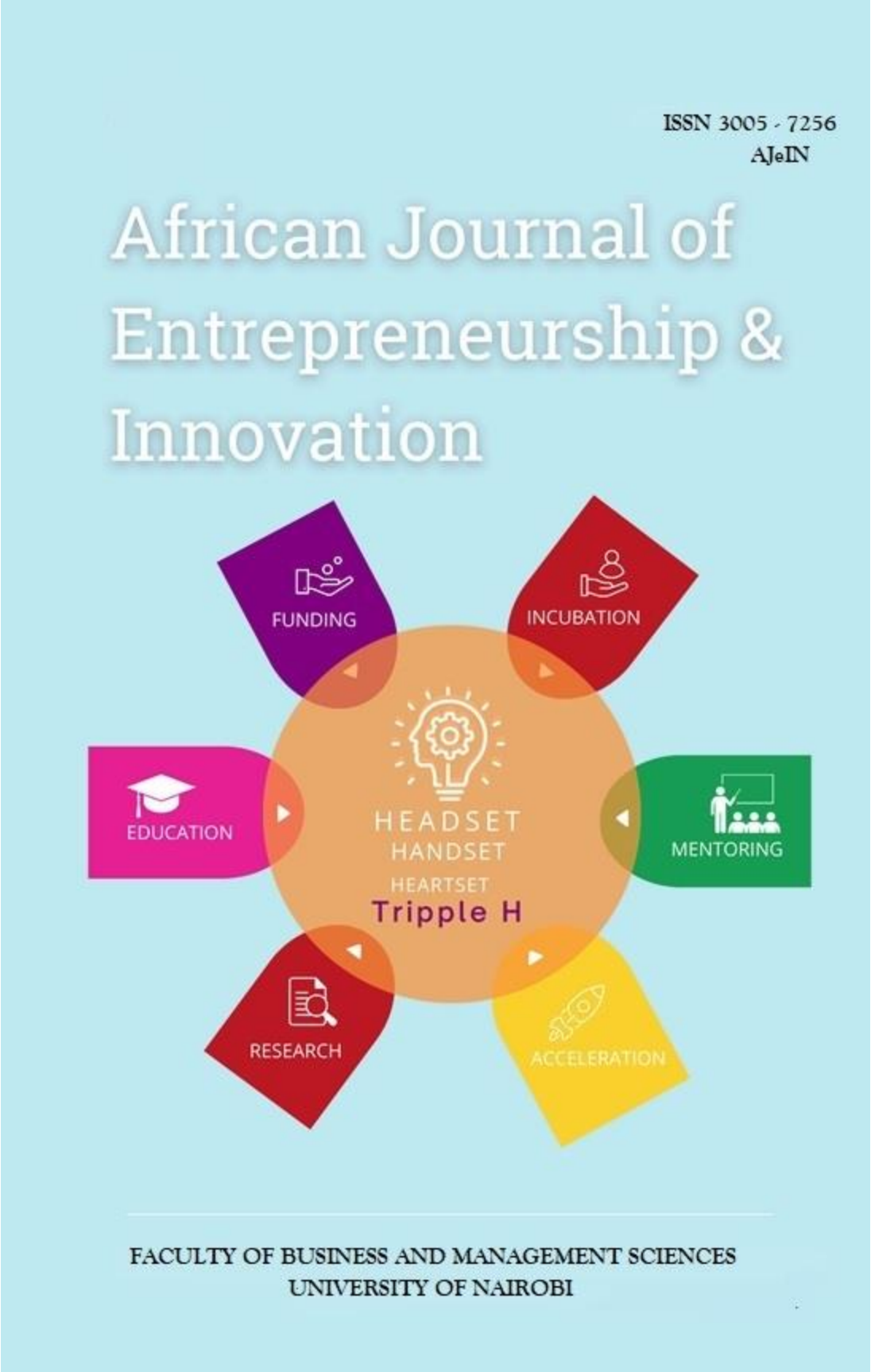
https://uonjournals.uonbi.ac.ke/ojs/index.php/ajein
ISSN 3005-7256



Influence of Employees' Capacity Building on Hospital Management Information System Performance in Tanzania

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Abstract

Human resource control is very important as one of the managerial aspects although it has been not easy. This study aimed to assess the influence of employees' capacity building on hospital management information system performance in Tanzania specifically Regional Referral Hospital in Singida region. This study used Public Employee Performance Management Information System (PEPMIS). The study employed two theories which are Theory of Planned Behavior (TPB) and Technology Acceptance Model (TAM). The study employed Convergent-parallel (concurrent triangulation) design and samples were obtained by using Stratified Random Sampling and Purposive Sampling technique and were hundred (100) respondents were selected as sample size of the study. Data were collected through interview and questionnaire. Data were analyzed through both qualitative and quantitative techniques of data analysis; where qualitative data were analyzed through thematic analysis techniques and quantitative data were analyzed through the descriptive analysis by using statistical package of social science (SPSS) tool. The study highlights the importance of training and support in implementing the Public Employee Performance Management Information System (PEPMIS). The study recommends there is a need for organization to invest in technical support, implement a comprehensive Training and mentorship program and enhance employee engagement and system ownership. This will ensure flexible access, increased wireless network capacity, and transparency which results to the effectively performance management.

Key Words: *Employees, Capacity Building, Management Information System, Performance*

1. Introduction

The development of technologies experiences has been increasing the pressure and challenges to measure the employee performance. Both developed and less developed countries have shaped their policies so as to ensure there is effectiveness in service delivery. The implementation of Performance Management Information Systems (PMIS) in the United States primarily took place within federal agencies, particularly following the enactment of the Government Performance and Results Act (GPRA) in 1993. Focusing` on accountability and performance measurement through strategic planning and goal setting. The GPRA was enacted in 1993 to enhance government efficiency and effectiveness. It established a performance management framework that required federal agencies to focus on results rather than just activities. Despite its intentions, the implementation of PMIS under the GPRA faced several challenges which are resistance to change among agency staff, inadequate training for personnel tasked with utilizing these systems often hindered effective adoption (Kearney et al. (2019). So, one of the methods used by United States now days is 360-degree feedback system is a comprehensive performance management tool that collects feedback on an employee's

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performance from multiple sources. This includes self-assessments, peer reviews, subordinate evaluations, and assessments from supervisors or managers. The goal of this multifaceted approach is to provide a holistic view of an employee's strengths and weaknesses, thereby facilitating personal and professional development (London &Smither, 1995).

To implement the policy statements, the Office of the President, Public Service Management implemented a reform program in public service known as the "Public Service Reform Program Phase I & II" which was carried out from 2000 to 2001 to meet the policy requirements, with the goal of enhancing service delivery and overall government performance. The Open Performance Review and Appraisal System (OPRAS) was one of the systems introduced to assess employee performance through principles of transparency, participation, accountability, and ownership of the performance evaluation process. Consequently, the use of the Confidential Appraisal System was discontinued through Service Circular No. 2 of 2004 concerning the Implementation of the Public Service Performance Appraisal System with Transparency (United Republic of Tanzania [URT], 2011).Since 2004, the government has been using the Open Performance Review and Appraisal System (OPRAS) to evaluate the performance of public servants. Additionally, in 2018, the government designed the Institutional Performance Contracting System (IPCS) to assess the performance of public institutions. Moreover, the Public Service Act No. 298, the Public Service Regulations of 2022, the Public Service Standing Orders of 2009, and other guidelines are products of the reforms in public service that have enabled the implementation of the OPRAS system.

In Sweden, the integration of Performance Management Information Systems (PMIS) into public administration reforms is characterized by a strong emphasis on participatory approaches and employee feedback, as highlighted by Back & Hultquist (2020). This practice involves engaging employees in the design and implementation of PMIS, which fosters a sense of ownership and increases acceptance rates among staff. The adaptability of these systems allows for continuous improvement based on real-time feedback, leading to enhanced performance outcomes such as increased efficiency, better service delivery, and higher employee satisfaction. For instance, the Swedish model incorporates regular performance evaluations that are not only top-down but also include input from employees at all levels. This dual feedback mechanism ensures that the system remains relevant and responsive to the needs of both the organization and its workforce. Additionally,

studies have shown that organizations implementing such participatory PMIS report significant improvements in overall productivity and morale (Krause et al., 2021).

Since Tanganyika gaining independence in 1961, the government has had a system for evaluating the performance of public servants. Initially, from 1961, the government used a Confidential Appraisal System for assessing civil service performance. Due to global changes in economic, political, social, and managerial aspects of public service, it became apparent that the existing systems and procedures were ineffective in managing public service efficiently, with accountability, proper resource use, and providing services that met the country's needs at that time. From 1993 to 1998, the government implemented a reform program aimed at enabling the government to deliver better services and operate more efficiently, known as the "Civil Service Reform Program." Despite these improvements, service delivery in the public sector did not improve, leading the government to develop the Public Service Management and Employment Policy in 1999. This policy emphasized a public service focused on Results, Transparency, and Accountability through Participation in service delivery (Government Gazette 2nd April 2024).

Despite having guidelines emphasizing the importance of performance management in the public sector and the systems managing performance, there are still challenges in performance management in public service. These challenges include: a) The Institutional Performance Contracting System (IPCS) used to manage the performance of public institutions without reflecting the performance of individual employees through the Open Performance Review and Appraisal System (OPRAS); b) The lack of an Annual Institutional Performance Plan outlining the tasks to be performed by all employees within the relevant institutions; c) The OPRAS system not adequately reflecting the actual performance of employees due to the scoring system used; d) The OPRAS system not ensuring employees adhere to the implementation principles of the system, including not following the specified timelines in the Guidelines; e) The IPCS and OPRAS systems not facilitating institutions and employees in preparing and submitting performance reports at the specified periods; f) The IPCS and OPRAS systems not providing a robust and sustainable mechanism for monitoring and providing feedback on the performance of employees and public institutions; and g) The absence of sustainable management principles for implementing the IPCS and OPRAS systems at all levels within institutions (Government Gazette 2nd April 2024).

In Singida Regional Referral Hospital PEPMIS adaptability is crucial as it will determine how well employees can evaluate their performance and use this system into their daily work routines as the effectiveness of PEPMIS hinges on its usability and relevance to the employees' tasks, if employees fail to adapt it may lead to underutilization of the system, thereby diminishing its intended benefits. Furthermore, the impact of PEPMIS on performance management experiences is significant; a well-adapted system can enhance communication, streamline performance evaluations, and provide valuable insights for employee development through effective organization capacity, a well capacity building and positive employee's attitudes.

In Singida Regional Referral Hospital, where there is limited empirical evidence documenting how employees adapt to PEPMIS and its impact on their performance management experiences it had been hard to understand the utilization of PEPMIS serves its intended purpose and what modifications might be necessary to enhance its functionality. This study holds substantial significance as it explores the adaptability of employees to the Public Employee Performance Management Information System (PEPMIS) at Singida Regional Referral Hospital, providing valuable insights into the operationalization of digital performance measurement tools within public health institutions in Tanzania. By investigating the organization's infrastructural readiness, capacity-building efforts, and employee attitudes, the study not only uncovers the challenges and enablers of PEPMIS implementation but also informs policymakers, hospital administrators, and ICT strategists on areas requiring targeted intervention.

Therefore, this study aims to investigate employees' experiences with PEPMIS at Singida Regional Referral Hospital by focusing on its adaptability as a performance measurement tool. The findings will provide insights into areas for improvement and understanding how adaptability influences the functionality of PEPMIS and it's essential for ensuring that it meets its intended purpose effectively.

1.1 Research Objectives

i. To assess the influence of employees' training on hospital management information system performance in Tanzania.
ii. To determine the influence of employees' technical support on hospital management information system performance in Tanzania.

2. Literature Review

This part explained the theoretical literature review, empirical literature review and conceptual framework of the study.

2.1 Theoretical Literature Review

The theory of planned behavior and technology acceptance model were used in this study.

2.1.1 Theory of Planned Behavior

The Theory of Planned Behavior was developed by Icek Ajzen in 1991 as an attempt to predict human behavior. The psychological framework predicts human behavior by focusing on three key constructs: attitude towards the behavior, subjective norm, and perceived behavioral control. Attitude is influenced by behavioral beliefs and outcome evaluations, while subjective norm is a social pressure to perform a behavior. Perceived behavioral control is a crucial aspect of the Theory of Planned Behavior (TPB), influencing an individual's intention to engage in a behavior. Attitude, subjective norm, perceived behavior control is responsible to changes and feed information on the day-to-day duties. Employees may feel not responding due to the fact that others have responded. A positive attitude towards PEPMIS can help identify barriers and facilitators in implementing it effectively. The theory has been used in various studies such study includes a study conducted by (McEachan et al., 2016). The findings reveal that attitudes, social norms, and perceived behavioral control are significant predictors of individuals' intentions to engage in physical activity. Specifically, positive attitudes towards physical activity, supportive social norms from peers and family, and a strong sense of control over one's behavior contribute to higher intentions to be physically active. The conclusions drawn from this research emphasize the importance of addressing these psychosocial factors in interventions aimed at increasing physical activity levels among youth. By fostering positive attitudes and enhancing social support, programs can effectively motivate children and adolescents to adopt healthier lifestyles. The research reveals that attitudes, social norms, and perceived control significantly influence individuals' intentions to quit smoking, and how these factors affect environmental behaviors, particularly recycling practices (Tanner & WölfingKast, 2003). Positive attitudes towards recycling and supportive social norms increase intentions to engage in recycling behaviors.

2.1.2 Technology Acceptance Model

The theory of Technology Acceptance Model was developed by Davis in 1989 with the essence that technological acceptance depends on several factors such as two primary factors influence technology acceptance: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). The theory assumption is that "Users make rational decisions based on their perceptions of technology". "Perceptions of usefulness and ease of use can be influenced by external variables such as user training, system characteristics, and social influences" (Davis, 1989). "There is a causal relationship where perceived ease of use affects perceived usefulness, which in turn affects the intention to use the technology." TAM suggests that perceived ease of use and perceived usefulness significantly influence users' acceptance of technology. If employees believe that PEPMIS is easy to use and beneficial for their performance management tasks, they are more likely to utilize it effectively. This model helps in understanding how user perceptions affect technology adoption within organizations. The link between these constructs and my study lies in understanding how employees' perceptions of the performance management system can affect their adaptability and overall experience with it (Davis et al., 2003). For instance, if employees perceive the system as useful for improving their performance evaluations or facilitating better communication with supervisors, they are more likely to embrace it. Conversely, if they find the system cumbersome or difficult to navigate, their resistance may hinder its effectiveness. External variables such as user training and organizational support can also play a significant role in shaping these perceptions (Venkatesh & Bala, 2008). Critically, while TAM provides a robust framework for understanding technology acceptance, it has been criticized for its simplicity and lack of consideration for social and contextual factors that may influence user behavior. Additionally, assumptions regarding rational decision-making may not account for emotional or psychological influences on technology adoption.

2.2 Empirical Literature Review

This part explained the previous study done by different authors in the world.

2.2.1 Influence of employees' training on hospital management information system performance in Tanzania.

Dominic and Rutenge (2024), did a study on Exploring Employees' Perception of the Effectiveness of Public Employees' Performance Management Information System: A Case of the Judiciary of Tanzania the aim of study was to explored employees' perception of the effectiveness of this system

using the Judiciary of Tanzania as a case. Expectancy theory was used in this study to explore employees' expectations toward the effectiveness of the introduced Performance Management System in Tanzania. For that purpose, a case study design using a quantitative research approach was used. A sample of 142 respondents drawn from 219 staff from the Judiciary of Tanzania was used. Stratified sampling, simple random sampling, and purposive sampling were used to obtain different categories of respondents. The data collection methods were questionnaires. Data was analyzed using tabulation, frequency and percentage, which SPSS drove. It was revealed that employees of the Judiciary of Tanzania perceive PEPMIS to be effective. This perception was influenced by the perception that it was fair and accurate, it allowed for timely provision of feedback, employees considered themselves skilled enough to use the system, the clarity of the assessment procedure, its performance assessment was linked to the goals and targets, performance was linked to rewards, and training was provided. PEPMIS, being perceived as effective, is an opportunity for the government, policymakers, and all stakeholders involved to ensure adequate practice and rectify weaknesses to maintain the public sector's reputation. To conclude, PEPMIS has been shown to meet employees' expectations. Hence, we recommend continuous training for employees on performance management systems. Also, the government and public sector organizations must enact policies that will help enforce the system, including seeing to it that employees are less burdened by the requirement to fill their performance into the system daily.

Mmbukwini, (2023) conducted a study on "effect of performance measurement systems on employees' performance in public organizations: a case of Mtwara district council" This study investigated the effects of performance measurement systems on employees‟ performance in public organizations at Mtwara District Council. It was guided by four specific objectives which are to determine the effects of OPRAS on employees‟ performance, to evaluate the effects of MBO on employees‟ performance, to investigate the effects of Balanced Score Card on employees‟ performance, and to assess the effect of 360° on employees‟ performance at Mtwara District Council. The study was guided by the positivism research philosophy and embraced the quantitative research approach. It employed a case study research design and was conducted at Mtwara District Council in Mtwara Rural district. The study population of 1094 involving employees and officials at Mtwara District Council was involved and a sample of 102 was drawn from that population through simple random sampling technique. Data was collected through questionnaires and findings presented in tables. The findings showed that respondents disapprove the OPRAS, MBO, BSC and 3600 were

positive, statistically and significantly related to employee's performance. The study recommended that management of public and government institutions and agencies to embrace employees‟ performance measurement systems that are taken and considered to be fair employees‟ assessment and the government should reconsider the decision of adopting same employees‟ performance measurement systems for all government organizations.

2.2.3 Influence of employees' technical support on hospital management information system performance in Tanzania.

The study by Kamaluddeen, (2020), was based on "360-degree appraisal for performance management effectiveness and accountability: in the public sector of Kwara State, Nigeria "This study assessed 360-degree feedback in relation to performance management efficiency and accountability in the Kwara State public sector. The study considered whether Stakeholder Participation (SP) and Appraisal Perception (AP), expressing Feedback Appraisal, have relationship or significant effect on Performance Management effectiveness expressed with Goal Setting (GS) and Employee Development (ED), and Accountability expressed in Responsibility (RS) and Answerability (AS). The study employed primary data, both quantitative and qualitative analysis for revalidation of results. Quantitative data was gathered from the perceptions of employees through questionnaire administered while qualitative data was harnessed from interviews conducted for top management staff of the selected 4 Ministries and 2 Parastatals in Kwara State. The sample size was constituted by the lower, middle and senior level staff at the selected organizations studied against the 4 hypotheses formulated. The results were analyzed using both descriptive and inferential statistic techniques including tabulations, mean, and multiple regression with the aid of a Statistical Package for Social Sciences (SPSS). The results revealed that most respondents perceived the current state of Stakeholder Participation, Appraisal Perception, Goal Setting, Employee Development, Responsibility and Answerability at their organizations as satisfactory giving Means which were closest to 'Agree' on the Likert Scale. Information from the qualitative data however revealed that the positive disposition of employees on the current performance Management and Accountability systems was because it was easy to be manipulated to their favor. The inferential statistics through multiple regression showed significant relationships between Feedback on Goal Setting (GS), Employee Development (ED), Responsibility (RS) and Answerability (AS) (all at $P < 0.05$). Conclusively, the results revealed that the indicators considered have effect and hence, the adoption of 360-degree feedback improves Performance Management effectiveness and Accountability in Nigerian Public Sector.

The report by Nunn, Bickerstaffe and Mitchell, (2010), was guided by "International Review of Performance Management Systems in Public Employment Services." This report assessed how other Public Employment Services (PES) across Europe use performance measurement in support of their organizational objectives in order that Job Centre Plus can learn from this when considering future improvements to its performance measurement regime, Performance management and measurement are closely associated with the rise of interest in Management by Objectives (MBO) from the 1950s onwards. MBO involves senior managers setting indicators and targets in relation to desired outcomes but allowing local managers the autonomy to innovate to achieve these. also, Performance measurement systems take different types of performance indicators and attempt to link them together, particularly to show the relationship between inputs (the resources devoted to a particular issue), outputs (the immediate results of activity, such as the number of interventions completed) and outcomes (the ultimate effects of interventions). Example performance measurement systems include 'Balanced Score Cards' and 'Performance Prisms'

2.3 Conceptual framework

The conceptual framework for this research study revolves around understanding how the adaptability of a Public Employee Performance Management Information System (PEPMIS) influences employee experiences within the public sector, specifically focusing on the Singida Regional Referral Hospital. The framework illustrates the relationships between independent variables, dependent variables, and supporting variables. As the independent variables technical unit and training, which influenced dependent variable, Hosipital Management Information System (PEPMIS). High system usability ensures that employees can navigate the PEPMIS effectively, while adequate training and support enhance their competence and confidence in using the system. A robust technical infrastructure provides the necessary resources for seamless operation and fosters an environment conducive to adaptation and acceptance of new systems. Furthermore; that variables influence this relationship by facilitating communication and addressing concerns during implementation, ultimately impacting Performance Outcomes. Together, these elements create a comprehensive framework that affects how employees perceive and engage with the PEPMIS.



Source: Researcher's design, (2025)

3. Research Methodology

The study employed Convergent-parallel (concurrent triangulation) design and samples were obtained by using Stratified Random Sampling and Purposive Sampling technique and were hundred (100) respondents were selected as sample size of the study. Data were collected through interview and questionnaire. Data were analyzed through both qualitative and quantitative techniques of data analysis; where qualitative data were analyzed through thematic analysis techniques and quantitative data were analyzed through the descriptive analysis by using statistical package of social science (SPSS) tool.

4. Results and Discussions

4.1 Respondent Questionnaire and interview rate

The study was conducted at Singida Regional Referral Hospital with a sample size of 100 employees, derived from a larger target population of 126 staff members.

For quantitative data, were distributed 90 questionnaires were 90 are returning rate over 100 sample size which selected over 126 staff members were collected through structured questionnaires and analyzed using the Statistical Package for the Social Sciences (SPSS).

For qualitative data, were conducted an in-depth interview which were conducted with 10 employees from the Human resources and Administrative department which representing 11.11% of the sample size 100, that employees are directly involved and have experience with PEPMIS as the new measuring system of performance management.

4.2 Demographic Information

This section explains the demographic information of the study. Table 4.1 shows that the male is higher than the female. This means that in the public sector in Tanzania, male is higher than female. The young generation is higher than the older generation, so this is applying to all the public organizations in Tanzania. The number of people who have a low level of experience is higher than the number of people who have a higher level of experience.

Table 4.1 Type of training received prior to the implementation of PEPMIS

Gender	**Frequency**	**Percent (%)**
Male	62	68.88
Female	28	31.11
Total	**90**	**100**
Age	**Frequency**	**Percent (%)**
31-40 years	26	28.88
41-50 years	10	11.11
51-60 years	20	22.22
Total	**90**	**100**
Experience	**Frequency**	**Percent (%)**
Above 20 years	4	4.44
1-5 years	28	31.11
6-10years	5	5.55
11-20years	12	13.33
Above 20 years	41	45.55
Total	**90**	**100**

4.3 Organization Capacity building

The objective of this study was to examine on the capacity building to employees towards PEPMIS in performance management at Singida Regional Referral Hospital. The researcher had 3 questions to be answered by using Likert scale. This study also examined the capacity building to employees towards PEPMIS in performance management and the table below shows the results.

4.3.1: Types of training received prior to the implementation of PEPMIS

This sub-section presents, the table 4.2 below presents the types of training employees received prior to the implementation of the PEPMIS system. It aims to show whether the staff were prepared through online modules, in-person workshops, or on-the-job training, providing insight into the hospital's approach to capacity building and digital readiness. This helps assess how well employees were supported during the transition to the new performance management system.

Table 4.2 Type of training received prior to the implementation of PEPMIS

Type of training	Frequency	Percent
Online training modules	1	1.1%
In person workshops	3	3.3%
On the job training	86	95.6%
Total	**90**	**100%**

Source: Field Data (2025)

The Table 4.3 revealed the types of training received by employees at Singida Regional Referral Hospital prior to the implementation of the Public Employee Performance Management Information System (PEPMIS), reflecting the institution's approach to capacity building and staff preparedness for digital transformation. The overwhelming majority of respondents 86 out of 90 employees (95.6%) reported receiving on the job training, indicating that most training efforts were embedded into daily workflows rather than being conducted in separate, structured sessions. This method is often considered practical and cost-effective, especially in busy healthcare environments, as it allows employees to learn in real-time while actively engaging with the new system. However, only 3 employees (3.3%) attended in-person workshops, and a mere 1 employee (1.1%) accessed online training modules, suggesting limited utilization of formal or remote training strategies. While the dominance of on-the-job training highlights the hospital's pragmatic approach to capacity building, it may also expose gaps in comprehensive, theory-based learning that structured workshops or e-learning platforms typically provide. The lack of diverse training methods raises concerns about the depth and standardization of the training process; for instance, employees may have varying levels of understanding depending on the quality and consistency of the on-the-job training they received. Additionally, the underuse of online modules may point to infrastructural or digital literacy challenges,

or a missed opportunity for self-paced learning that could reinforce skill acquisition. From a strategic perspective, while the current training approach appears effective in quickly equipping staff to use PEPMIS, the hospital may benefit from adopting a blended training model that incorporates interactive workshops and digital learning platforms to ensure more holistic and inclusive learning experiences. In conclusion, although on-the-job training has served as a practical foundation for PEPMIS implementation at Singida Regional Referral Hospital, expanding training options to include more structured and technology-enhanced methods will be essential in strengthening digital competency, ensuring consistency in user proficiency, and supporting long-term success of the system.

On interview conducted with the record management officer emphasized that:

> *"We didn't attend formal sessions. We were shown how to use PEPMIS during our normal duties a colleague or supervisor would guide us step-by-step as we performed our tasks. This hands-on approach allowed us to learn the system in a practical, real-time setting. It was a convenient and effective way to gain working knowledge without interrupting daily operations."* (3 March 2025 at 12:00 AM)

This feedback directly supports the quantitative result showing 95.6% of respondents received on-the-job training, affirming that this method was the hospital's primary strategy for capacity building.

So, the qualitative findings reinforce the quantitative evidence that on-the-job training was the primary mode of capacity building for PEPMIS implementation at Singida Regional Referral Hospital. While this approach enabled quick adoption and contextual learning, it also revealed potential weaknesses such as inconsistent instruction, unequal learning experiences, and limited exposure to theoretical or structured content. Interview feedback highlights an unmet need for more structured, blended training models, including workshops and digital modules, to strengthen long-term system usage and digital literacy. Addressing these gaps will be key to enhancing performance management outcomes and fostering sustainable digital transformation in the hospital setting.

4.3.2: Effectiveness of Training for Using PEPMIS.

This sub-section presents, the table 4.3 highlights employees' perceptions of the effectiveness of the training they received for using PEPMIS. It provides valuable feedback on how well the training prepared employees for system use, offering insights into the quality of the training methods and their impact on employee readiness. The data will help assess the success of the training program and identify areas for improvement in future capacity-building efforts.

Table 4.3 Effectiveness of Training for Using PEPMIS.

Effective level	**Frequency**	**Percent**
Very effective	81	90.0%
Somewhat effective	7	7.8%
not very effective	2	2.2%
Total	**90**	**100%**

Source: Field Data (2025)

The Table 4.4 revealed the data on employees' perceptions of the effectiveness of the training they received prior to using the Public Employee Performance Management Information System (PEPMIS) at Singida Regional Referral Hospital, providing essential insight into the quality and impact of capacity-building efforts undertaken during the system's rollout. According to the responses from 90 participants, a significant majority 81 employees (90.0%) rated the training as "very effective," indicating a strong endorsement of the approach used to prepare them for the system's implementation. This overwhelming positive response suggests that the training delivered was not only accessible but also well-structured, relevant, and practical in enabling employees to understand and utilize PEPMIS with confidence. Furthermore, 7 employees (7.8%) considered the training to be "somewhat effective," which may reflect minor gaps in comprehension, training depth, or delivery methods that could have affected a few individuals. Notably, only 2 respondents (2.2%) indicated that the training was "not very effective," highlighting that dissatisfaction was minimal and isolated. This overall feedback affirms the hospital's commendable efforts in ensuring readiness for a major digital shift, showing that most employees felt equipped to use the system efficiently. However, the presence of even a small percentage of dissatisfaction underscores the importance of continuous improvement in training design and delivery. While on-the-job training was the predominant method (as seen in Table 4.3.1), integrating follow-up sessions, refresher courses, or digital learning options could help address varying learning paces and ensure ongoing support. Additionally, regular assessments and feedback mechanisms would allow trainers to tailor future sessions to better suit employee needs and resolve lingering uncertainties. In conclusion, the data indicates that the training provided for PEPMIS was largely successful and well-received, positioning it as a key factor in the system's positive adoption. However, a strategy that blends hands-on experience with continuous learning and support could

further optimize employee performance and confidence in using the digital performance management system.

On interview conducted with one of the administrative officers emphasized that:

> *"The training method we received was practical and easy to understand. We were taught step by step while performing our real tasks, which made the learning process more relevant. This approach allowed us to immediately apply what we learned, reinforcing our understanding. Learning by doing helped us become confident and efficient with the PEPMIS system. It was a hands-on experience that proved more effective than theoretical training."* (3 March 2025 at 12:30 PM)

This directly supports the 90.0% of respondents who rated the training as "very effective," highlighting the value of hands-on, task-specific training in enhancing learning outcomes and confidence.

So, the qualitative findings strongly support the quantitative data from Table 4.3.2, confirming that the training for PEPMIS was widely regarded as effective, largely due to its practical, hands-on approach and peer-supported environment. However, the thematic analysis also reveals underlying areas for improvement, such as the need for structured materials, refresher training, and more inclusive approaches to address diverse digital skill levels. These insights suggest that while the foundation for training was strong and well received, future strategies should aim to build on this success through ongoing support and diversified learning methods to maximize long-term system adoption and employee performance.

4.3.3 Recommendation on additional capacity-building initiatives for future implementations of similar systems.

This sub-section presents, from the second objective also, there are some recommendations provided by employees as the table 4.4 below presents employees' recommendations for additional capacity-building initiatives for future implementations of similar systems. It reflects the extent to which employees believe that continued training and skill development are essential for the success of future system rollouts. The data provides insights into employees' willingness to engage in further training and highlights the perceived need for ongoing support in adapting to new technologies within the workplace. This information is crucial for guiding future strategies in training and capacity-building efforts.

Table 4.4 Recommendation on additional capacity-building initiatives for future implementations of similar systems.

Agree level	Frequency	Percent
Strongly agree	75	83.3%
Agree	13	14.4%
Disagree	2	2.2%
Total	**90**	**100%**

Source: Field Data (2025)

The Table 4.6 revealed employee perspectives on the need for additional capacity-building initiatives in future implementations of systems similar to the Public Employee Performance Management Information System (PEPMIS) at Singida Regional Referral Hospital, offering valuable insight into the sustainability and long-term success of digital transformation initiatives in public institutions. The overwhelming response 75 out of 90 participants (83.3%) strongly agreed that further capacity-building efforts should be undertaken, with an additional 13 respondents (14.4%) indicating simple agreement with this recommendation. Combined, this reflects a remarkable 97.7% endorsement, signaling broad institutional recognition of the importance of continued learning, skill reinforcement, and digital literacy in the evolving workplace. Such strong support highlights employees' proactive attitudes toward growth and their desire for structured learning opportunities that enhance confidence and mastery in using digital systems like PEPMIS. The minimal resistance only 2 employees (2.2%) disagreed could stem from either overconfidence in their existing capabilities or dissatisfaction with previous training experiences, which warrants further investigation to ensure inclusivity in future planning. These results also reveal an important dynamic: while the majority found the initial training effective (as shown in Table 4.3.2), they still perceive value in continuous development, suggesting that initial onboarding alone is not sufficient for long-term competence and satisfaction.

As also were some recommendations from employees who suggested on the questionnaires;
"We need regular refresher training every 6 months to keep up with changes." This will ensure everyone stays updated on new features and avoids forgetting important steps. It also reinforces confidence in using the system effectively and accurately.

"The hospital should create a digital learning platform with video tutorials and manuals." Having access to training resources at any time would support self-paced learning. It would also help staff revisit instructions when they encounter challenges.

"Group workshops would help people learn better instead of just on-the-job training." Workshops encourage interaction, shared experiences, and collective problem-solving. They also allow trainers to address common questions in a structured way.

"There should be a training program for new staff who join after the initial rollout." New staff often miss early training sessions, leaving them to figure things out alone. A formal onboarding program would ensure consistent skills across the team.

"We need peer mentors or 'system champions' in each department to guide others." Having go-to experts nearby would speed up learning and reduce errors. It also builds a culture of support and shared responsibility for system use.

"Digital skills should be part of general staff development, not just for PEPMIS." Improving digital literacy benefits overall job performance beyond the system. It prepares staff for future technologies and evolving healthcare tools.

On interview conducted with the administrative officer emphasized that:

> *"We were trained once when PEPMIS came, but things keep changing. We need regular updates or training sessions to keep up it has become clear that one-time training is insufficient. Regular updates and training sessions are essential to ensure that we can fully leverage the system's capabilities. Ongoing education will help us stay informed about new features and best practices. By prioritizing continuous training, we can enhance our efficiency and adapt to the changing landscape effectively."* (3 March 2025 at 1:30 PM).

This sentiment affirms the 83.3% who strongly agreed that more training is needed, showing that employees' value continuous learning to maintain and improve their digital proficiency.

So, the qualitative findings strongly support the quantitative results in Table 4.3.3, confirming a clear and widespread call for additional, diverse, and continuous capacity-building initiatives. Employees recognize the importance of ongoing training not only to maintain their current proficiency but also to adapt to future changes in digital systems like PEPMIS. While past training was largely effective,

staff members desire more structured, flexible, and inclusive learning models, including refresher courses, peer mentorship, advanced-level workshops, and foundational digital literacy programs.

Capacity building plays a critical role in ensuring that employees possess the necessary knowledge and skills to engage effectively with new performance management systems. To enhance that Singida Regional Referral Hospital (SRRH) management has timely providing skills that enable the adaption of the system. As the study of (Venkatesh & Bala, 2023) state that training and continuous learning are vital in increasing employees' familiarity with digital tools, leading to higher system usage rates and reduced resistance to change. The study found that most of employees at Singida Regional Referral Hospital received on-the-job training, with some rating this training as very effective. And other supported further training initiatives, indicating a strong desire for continuous learning.

These findings are supported by Dominic and Rutenge (2024), who reported that training was a major factor influencing employees' positive perceptions of PEPMIS in the Judiciary of Tanzania. Similarly, Mmbukwini (2023) emphasized the importance of continuous capacity building in enhancing employee performance and system effectiveness in public organizations.

On the hand, the findings align with the Technology Acceptance Model (TAM), which explains that external factors such as training influence perceived ease of use (PEOU), which then affects technology adoption (Davis, 1989). At Singida Hospital, effective training enhanced employees' understanding of PEPMIS, making them more willing to use the system. Therefore, capacity building acts as a bridge between technological availability and user engagement, making it a critical factor in the successful adoption of digital performance management systems.

This study provides new insights into the role of capacity building in enhancing employee engagement with the Performance Employees Performance Management Information System (PEPMIS) at Singida Regional Referral Hospital. It highlights the effectiveness of on-the-job training and reveals a strong employee demand for continuous learning, indicating a proactive workforce. Unlike previous studies focused on other sectors, this research uniquely applies the Technology Acceptance Model (TAM) in a healthcare context, showing that training significantly improves perceived ease of use and system adoption. Overall, the study emphasizes capacity building as a strategic enabler of successful digital transformation in public health institutions.

5. Conclusion and Recommendations

The study highlights the importance of training and support in implementing the Public Employee Performance Management Information System (PEPMIS). The study recommends there is a need for organization to invest in technical support, implement a comprehensive Training and mentorship program and enhance employee engagement and system ownership. This will ensure flexible access, increased wireless network capacity, and transparency which results to the effectively performance management.

Several limitations were affecting this study's outcomes and generalizability. First, there were limited sample size due to accessibility issues or willingness among employees to participate in interviews, potentially leading to biased results if only certain types of employees choose to engage. Second, self-reported data can introduce bias; participants might provide socially desirable responses rather than candid feedback about their experiences with PMIS. Third, external factors such as organizational culture or changes in management were influence employee perceptions during data collection but were not be fully accounted for in analysis. Lastly, since this research focuses on a single Regional Referral Hospital, findings were not being applicable across different contexts or regions.

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