Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on Supporting Staff Job Performance in Tanzanian Public Universities

Alex Silas Seni[1], Bukaza Chachage[1], and Saganga Kapaya[2]
[1]Department of Marketing, Entrepreneurship and Management,
The Open University of Tanzania,
Department of Accounting and Finance, The Open University of Tanzania,
Author corresponding email: alex.seni@out.ac.tz
DOI: https://doi.org/10.61538/pajbm.v9i2.1897

Abstract
Universities are increasingly adopting Electronic Human Resource Management (e-HRM) to enhance efficiency and staff performance; however, its effectiveness in African higher education institutions remains uninvestigated. This study investigates the mediating role of Intended Performance in the relationship between e-HRM constructs, Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions and Supporting Staff Job Performance in Tanzanian public universities. Drawing on the Unified Theory of Acceptance and Use of Technology (UTAUT), a survey of 362 Supporting Staff from three universities was analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). Results indicate that Intended Performance fully mediates the effects of Performance Expectancy ($\beta = 0.102$, $p = 0.008$), Effort Expectancy ($\beta = 0.443$, $p < 0.001$), and Facilitating Conditions ($\beta = 0.116$, $p = 0.002$) on Supporting Staff Performance. At the same time, the mediation of Social Influence was not significant ($\beta = -0.058$, $p = 0.211$). The findings advance UTAUT by emphasising intention as a central mechanism through which e-HRM adoption drives Supporting Staff Job Performance. Practically, the study emphasises the need for user-centred system design, targeted training, and reliable institutional support to strengthen staff intentions and optimise performance outcomes in resource-constrained university settings.

Keywords: e-HRM, UTAUT, Intended Performance, Supporting Staff, Public Universities, Tanzania

INTRODUCTION
In the digital era, the integration of Information and Communication Technologies (ICTs) into Human Resource Management (HRM) practices has fundamentally transformed how organisations manage their workforce (Bondarouk et al., 2017; Bondarouk & Ruël, 2013; Marler & Parry, 2016). Electronic Human Resource Management (e-HRM) refers to the adoption of

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

web-based technologies for delivering HR services and processes, including recruitment, training, performance appraisal, and employee communication (Strohmeier, 2007). In higher education institutions, particularly public universities, e-HRM offers opportunities to enhance efficiency, transparency, and informed decision-making by enabling faster information flow and reducing administrative burdens (Parry & Tyson, 2011).

Tanzanian public universities operate in a context of growing student enrollment, constrained resources, and increasing demands for accountability from stakeholders (URT, 2020). These challenges necessitate innovative HRM approaches to improve the Performance of supporting staff, who are critical to maintaining institutional operations. The effectiveness of e-HRM implementation is influenced by factors such as performance expectancy (belief that the system will enhance job performance), effort expectancy (perceived ease of use), social influence (peer and management support), and facilitating conditions (availability of resources and infrastructure) (Alalwan et al., 2017; Venkatesh et al., 2003). Intended job performance, reflecting staff willingness and commitment to perform tasks effectively, often serves as a bridge between perceived e-HRM benefits and actual job outcomes (Davis, 1989; Venkatesh et al., 2012a). Understanding this mediating role is crucial to ensure that e-HRM investments translate into measurable improvements in supporting staff performance.

Despite substantial investments in ICT infrastructure, Tanzanian public universities continue to report persistent administrative inefficiencies and suboptimal Performance by supporting staff (Mtebe & Raisamo, 2014). Although e-HRM systems have been introduced, empirical evidence on their effectiveness in improving job performance in this context remains limited. Studies indicate that e-HRM adoption can streamline HR processes and boost employee productivity (Bondarouk & Ruël, 2013; Marler & Parry, 2016). However, in many African countries, including Tanzania, the adoption of systems is often constrained by insufficient technical skills, poor connectivity, resistance to change, and limited institutional support (Mtebe et al., 2014). Furthermore, even where e-HRM systems exist, their impact on staff performance may be indirect, mediated by factors such as intended job performance (Alalwan et al., 2017; Strohmeier, 2007).

The literature gap lies in understanding how and why e-HRM influences the Performance of supporting Staff in Tanzanian public universities. Specifically, the roles of performance expectancy, effort expectancy, social influence, and facilitating conditions have not been sufficiently explored, and the mediating effect of intended performance remains empirically under-

The Pan-African Journal of Business Management, Vol 9, Issue 2, December 2025: pp 152-170
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

examined in this context. Addressing this gap is vital for designing evidence-based e-HRM strategies that optimise the performance of supporting staff and enhance institutional efficiency.

REVIEW OF LITERATURE
Unified Theory of Acceptance and Use of Technology (UTAUT)
The study investigated the influence of e-HRM on staff job performance in public universities, using the Unified Theory of Acceptance and Use of Technology (UTAUT) developed by Venkatesh et al. (2003). UTAUT was chosen over UTAUT2 because it is more applicable in organisational settings where technology use is mandatory, as is the case with e-HRM in public universities, while UTAUT2 is better suited for voluntary consumer adoption (Venkatesh et al., 2012b; Williams et al., 2011). The model highlights four constructs: performance expectancy, effort expectancy, social influence, and facilitating conditions that shape behavioural intention and system use. In this context, performance expectancy captures perceived usefulness, effort expectancy reflects ease of use, social influence relates to peer and organisational pressures, and facilitating conditions denote technical and organisational support. Although UTAUT has been critiqued for its complexity and limited attention to individual differences (Dwivedi et al., 2019a; Van Raaij & Schepers, 2008), it provides a suitable framework for assessing how e-HRM acceptance influences job performance, offering a comprehensive understanding of technology adoption in public universities.

Electronic Human Resource Management
E-HRM adoption has been linked to enhanced HR service delivery, improved decision-making, and measurable gains in employee performance (Bondarouk & Ruël, 2009). Studies show that e-HRM can shift HR from an administrative to a strategic role, thereby improving institutional agility (Strohmeier & Kabst, 2014). In African contexts, research is limited; however, emerging evidence suggests that effective e-HRM implementation is contingent upon the context-specific adaptation of systems to local infrastructural and cultural realities (Njoku et al., 2019). This indicates that while e-HRM holds significant promise for public universities, its benefits are not automatically realised without addressing systemic adoption barriers.

Intended Performance mediates the relationship between Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, and Supporting Staff Job Performance.
According to Kumar et al. (2023) and Obeidat (2016), performance expectancy, especially when intention to use the system is firm, positively influences both behavioural intention to adopt e-HRM and actual job

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

performance. Similar patterns are observed in higher education, where readiness to adopt new learning management systems is shaped by perceived usefulness. Effort expectancy also enhances behavioural intentions, but its direct effect on job performance is weaker and often mediated by user intention, suggesting that ease of use alone does not guarantee improved outcomes unless employees are willing to engage with the system. Social influence significantly shapes behavioural intentions and indirectly affects job performance, as seen in industries such as banking, where adoption is influenced by peer pressure and resistance to change. Facilitating conditions directly support e-HRM adoption and usage by providing resources and organisational support, which in turn enhance staff performance.

Hypothesis 1: Intended Performance mediates the relationship between Performance Expectancy and Supporting Staff Job Performance among selected Tanzanian public universities

Hypothesis 2: Intended Performance mediates the relationship between Effort Expectancy and Supporting Staff Job Performance among selected Tanzanian public universities

Hypothesis 3: Intended Performance mediates the relationship between social influence and Supporting Staff Job Performance among selected Tanzanian public universities

Hypothesis 4: Intended Performance mediates the relationship between Facilitating Conditions and Supporting Staff Job Performance among selected Tanzanian public universities

Research Conceptual Framework
Based on the relevant literature on the relationship between e-HRM acceptance and staff job performance, this study modifies the original UTAUT model to better reflect the higher education context (Curtis et al., 2010; Duyck et al., 2008; Venkatesh et al., 2011; Williams et al., 2011). The adjusted framework examines the mediating role of intended job performance in the relationship between e-HRM acceptance and supporting staff performance in selected public universities. In this model, supporting staff job performance serves as the dependent variable, while intended job performance functions as a mediator linking the independent variables performance expectancy, effort expectancy, social characteristics, and facilitating conditions to performance outcomes. Drawing on the hypothetical statements and to provide a clearer understanding of the proposed relationships, the research model is presented in Figure 1.
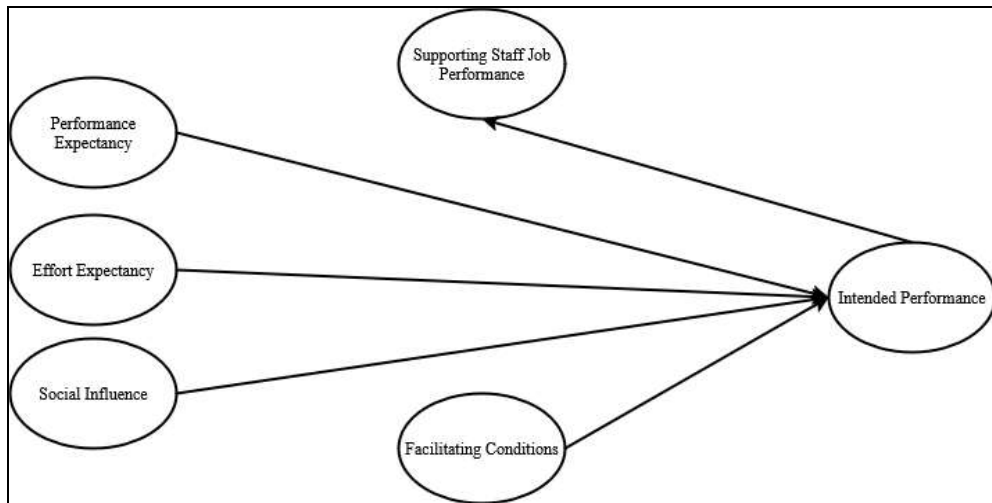
The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

Figure 1. Research Conceptual Framework

METHODOLOGY
Design and Methodology
A deductive approach was adopted, as it enables examination of relationships among e-HRM constructs, performance expectancy, effort expectancy, social influence, facilitating conditions, and supporting staff job performance. The study employed a quantitative design, which facilitates the use of numerical data to describe, explain, and test hypotheses (Creswell & John, 2018; Creswell & Creswell, 2017). Specifically, the researchers measured and analysed the impact of e-HRM performance expectancy, effort expectancy, social influence, and facilitating conditions on supporting staff job performance. Data were collected using a structured survey, designed to assess the influence of electronic human resource management on staff performance in selected Tanzanian public universities. The survey comprised two sections: the first captured employee demographic information, including gender, age, education level, work experience, and marital status, while the second focused on the four key constructs, which were mediated by intended Performance under investigation.

Sample and Data Collection
The study was conducted in three Tanzanian public universities University of Dar es Salaam (UDSM), The Open University of Tanzania (OUT), and The Nelson Mandela African Institution of Science and Technology (NM–AIST) chosen for their distinct profiles regarding e-HRM adoption. From a target population of 1,849 supporting staff, a sample of 362 respondents was calculated using Taro Yamane's formula, with proportional simple random sampling ensuring adequate representation from each institution (279 from

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

UDSM, 53 from OUT, and 30 from NM–AIST). Data were collected using self-administered structured questionnaires, which are both cost-effective and reliable for large-scale surveys. The instrument included demographic questions and 22 items measuring performance expectancy (3 items), effort expectancy (3 items), social influence (3 items), facilitating conditions (3 items), intended Performance (4 items), and supporting staff job performance (6 items), all rated on a five-point Likert scale and adapted from established studies (Lin, 2019; Venkatesh et al., 2003). Quantitative statistical analyses were employed to examine relationships among these constructs and assess their impact on supporting staff's job performance across the selected universities.

Data Analysis
This study employed Partial Least Squares Structural Equation Modelling (PLS-SEM) to examine the complex relationships among Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Intended Performance (as a mediator), and Supporting Staff Job Performance. PLS-SEM, a robust second-generation multivariate technique, is well-suited for predictive research, particularly in contexts involving non-normal data and relatively small sample sizes (Hair et al., 2019b). The analysis was conducted using SmartPLS 4.1.0.6, a widely recognised software for PLS-SEM that offers advanced mediation and moderation analysis within a user-friendly interface (Hair et al., 2019b). In addition to structural modelling, descriptive statistics were applied to summarise the data and explore, thereby assessing the conditional variations in mediating effects. Consistent with recent literature, this study underscores the growing adoption of PLS-SEM and SmartPLS in social sciences and management research for effectively modelling intricate causal relationships (Hair et al., 2019b).

RESULTS
Participants Profile
The demographic profile of the respondents indicates a well-educated and experienced workforce. Most participants held a Bachelor's degree (38.1%), followed by Diploma (23.2%) and Master's degree (18.2%), with a small proportion having O-levels (5.5%) or a PhD (0.6%). In terms of work experience, over half of the respondents (53%) had ten or more years of experience, while 20.4% had 7–9 years, 14.1% had 4–6 years, and 12.4% had 0–3 years. The gender distribution was slightly skewed toward males (55.5%) compared to females (44.5%). Age-wise, the majority of respondents were between 31 and 40 years (44.2%), followed by 41–50 years (28.5%), 51–60 years (15.2%), and 20–30 years (12.2%). These characteristics suggest that the sample represents a diverse range of educational backgrounds, work

The Pan-African Journal of Business Management, Vol 9, Issue 2, December 2025: pp 152-170
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

experience, and age groups, providing a robust basis for examining e-HRM and its impact on staff job performance.

Table 6. Participants Profile

Variable	Characteristic	Frequency	Percent
Educational level	O-level (Form 4)	20	5.5
	Certificate	52	14.4
	Diploma	84	23.2
	Bachelor Degree	138	38.1
	Master's Degree	66	18.2
	PhD	2	0.6
Working experience (*in years*)			
	0-3	45	12.4
	4-6	51	14.1
	7-9	74	20.4
	10 and above	192	53
Gender			
	Male	201	55.5
	Female	161	44.5
Age (*in years*)			
	20-30	44	12.2
	31-40	160	44.2
	41-50	103	28.5
	51-60	55	15.2

Measurement Model Assessment

Item Loadings, Variance Inflation Factor (VIF), Cronbach's Alpha (CA), Composite Reliability (CR) and Average Variance Extracted (AVE)

The measurement model assesses the relationship between indicators and their underlying latent constructs (Hair et al., 2013). This involves examining individual item reliability, internal consistency, and convergent and discriminant validity. Item reliability was assessed through the outer loadings of the indicators for each construct (Bagozzi & Yi, 1988), where values of 0.70 or above indicate stronger reliability. Internal consistency was measured using the composite reliability coefficient, with a threshold of 0.70 as recommended by C. Fornell and D. F. J. J. o. m. r. Larcker (1981). Convergent validity was tested using the Average Variance Extracted (AVE), in line with Chin's criterion that each construct should achieve a minimum value of 0.50. A summary of these assessments is presented in Figure 2 and Table 1.
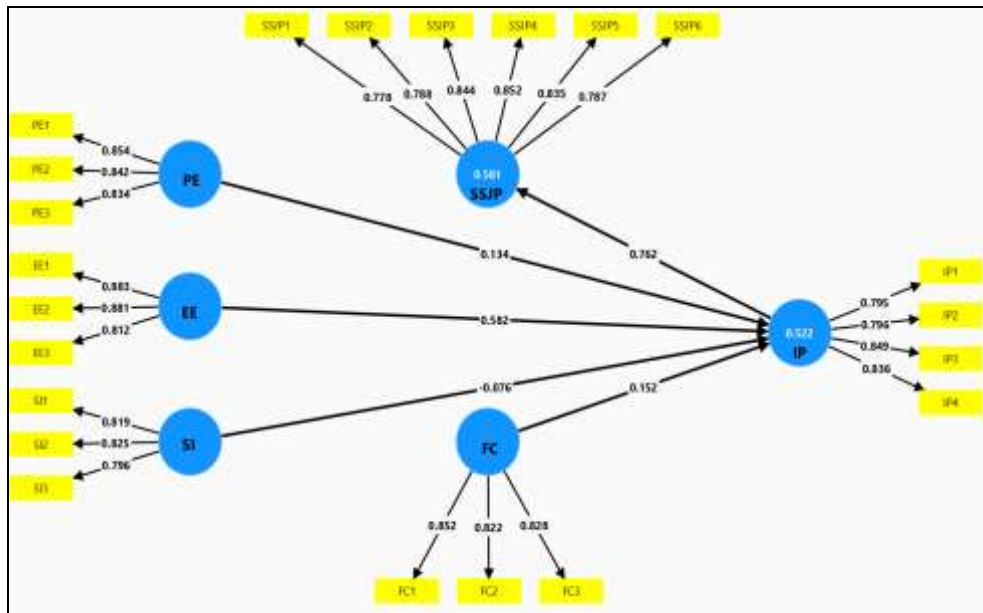
The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

Figure 2. Measurement Model

Table 7. Item Loadings, Variance Inflation Factor (VIF), Cronbach's Alpha (CA), Composite Reliability (CR) and Average Variance Extracted (AVE)

Constructs	Item Loading	VIF	CR_A	CA	AVE
Performance Expectancy					
PE1	0.854	1.878			
PE2	0.842	1.823	0.801	0.798	0.711
PE3	0.834	1.533			
Effort Expectancy					
EE1	0.883	2.04			
EE2	0.881	2.14	0.829	0.822	0.738
EE3	0.812	1.612			
Social Influence					
SI1	0.819	1.429			
SI2	0.825	1.517	0.751	0.746	0.662
SI3	0.796	1.529			
Facilitating Conditions					
FC1	0.852	1.678			
FC2	0.822	1.585	0.784	0.782	0.696
FC3	0.828	1.615			
Intended Performance					
IP1	0.795	1.764			
IP2	0.796	1.796	0.847	0.838	0.672

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

Constructs	Item Loading	VIF	CR_A	CA	AVE
1P3	0.849	1.99			
IP4	0.836	1.832			
Supporting Staff Job Performance					
SSJP1	0.778	1.862			
SSJP2	0.788	1.929			
SSJP3	0.844	2.435			
SSJP4	0.852	2.423	0.902	0.898	0.664
SSJP5	0.835	2.337			
SSJP6	0.787	1.985			

In Table 2, the measurement model was assessed for indicator reliability, internal consistency, convergent validity, and multicollinearity. Indicator reliability was supported, as all standardised loadings ranged from 0.778 to 0.883, exceeding the recommended threshold of 0.70 (Hair et al., 2021), indicating that the observed variables adequately reflect their latent constructs. Internal consistency was satisfactory, with Cronbach's alpha values between 0.746 and 0.898 and composite reliability (CR) values from 0.751 to 0.902, surpassing the 0.70 benchmark suggested by Nunnally and Bernstein (1994) and Hair et al. (2019b). Convergent validity was achieved, with AVE values ranging from 0.662 to 0.738, demonstrating that constructs explain substantial variance in their indicators (C. Fornell & D. F. J. J. o. m. r. Larcker, 1981). Multicollinearity was not a concern, as VIF values ranged from 1.429 to 2.435, below the conservative cutoff of 3.3 (Diamantopoulos et al., 2012; Diamantopoulos & Siguaw, 2006; Kock, 2015). Overall, the results indicate robust reliability and convergent validity of the measurement model.

Also in Table 3, Discriminant validity was evaluated using the C. Fornell and D. F. Larcker (1981) criterion, which requires that the square root of the average variance extracted (AVE) for each construct exceed its correlations with other constructs. As shown in Table 2, the diagonal values representing the square roots of AVEs (EE = 0.859, FC = 0.834, IP = 0.819, PE = 0.843, SI = 0.813, SSJP = 0.815) are consistently higher than the corresponding inter-construct correlations. For example, the correlation between IP and SSJP (0.762) is lower than their respective AVEs (0.819 and 0.815), indicating sufficient discriminant validity. Similar results are evident across all constructs, confirming that each captures a distinct dimension of the conceptual framework. These findings align with recommendations by Hair et al. (2019a) and Henseler et al. (2015), who emphasise the necessity of

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

discriminant validity for ensuring the robustness of measurement models in SEM research. Thus, the results demonstrate that the constructs are empirically distinct and suitable for structural analysis.

Table 8. Discriminant Validity: Fornell & Larcker Criterion

Constructs	EE	FC	IP	PE	SI	SSJP
EE	*0.859*	_				
FC	0.489	*0.834*	_			
IP	0.704	0.455	*0.819*	_		
PE	0.694	0.444	0.568	*0.843*	_	
SI	0.605	0.553	0.426	0.493	*0.813*	_
SSJP	0.801	0.468	0.762	0.651	0.531	*0.815*

Note: EE = Effort Expectancy, FC = Facilitating Conditions, PE = Performance Expectancy, SI = Social Influence, IP = Intended Performance, SSJP = Supporting Staff Job Performance

Explanatory Power (R^2 Predict, f^2 Predict and Q^2 Predict)

The explanatory power of the model was assessed using R^2, f^2, and Q^2 values. The results show that the predictors accounted for 52.2% of the variance in intention to use e-HRM (IP; $R^2 = 0.522$) and 58.1% of the variance in supporting staff job performance (SSJP; $R^2 = 0.581$), which indicates moderate to substantial explanatory power (Hair et al., 2019b). Effect-size analysis revealed that effort expectancy (EE) had the strongest contribution to IP ($f^2 = 0.298$), representing a medium-to-large effect, while performance expectancy (PE) and facilitating conditions (FC) had small effects ($f^2 = 0.019$ and 0.031, respectively). Social influence (SI) exerted a negligible effect on IP ($f^2 = 0.007$). Importantly, intention had a very large effect on SSJP ($f^2 = 1.385$), confirming its central role as a predictor. Predictive relevance was further supported by Q^2 values for both IP (0.509) and SSJP (0.581), which exceeded zero, indicating strong cross-validated predictive ability (Stone, 1974; Geisser, 1975).

Table 9. Explanatory Power (R^2 Predict, f^2 Predict and Q^2 Predict)

Predictor (s)	Outcome (s)	R – Square (R^2 Predict)	f – Square (f^2 Predict)	Q – Square (Q^2 Predict)
PE			0.019	
EE			0.298	
SI	IP	0.522	0.007	0.509
FC			0.031	
IP	SSJP	0.581	1.385	0.581

Note: EE = Effort Expectancy, FC = Facilitating Conditions, PE = Performance Expectancy, SI = Social Influence, IP = Intended Performance, SSJP = Supporting Staff Job Performance

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

Structural Model

At this stage, PLS-SEM tests the research hypotheses by evaluating the significance of the path coefficients between latent constructs within the model. The significance of these path coefficients was determined using a bootstrapping procedure with 10,000 resamples, based on data from 362 cases, to assess the significance levels of the hypothesised direct relationships (Hair et al., 2019b). The results of the main direct effect model are presented in Table 2 and Figure 3.
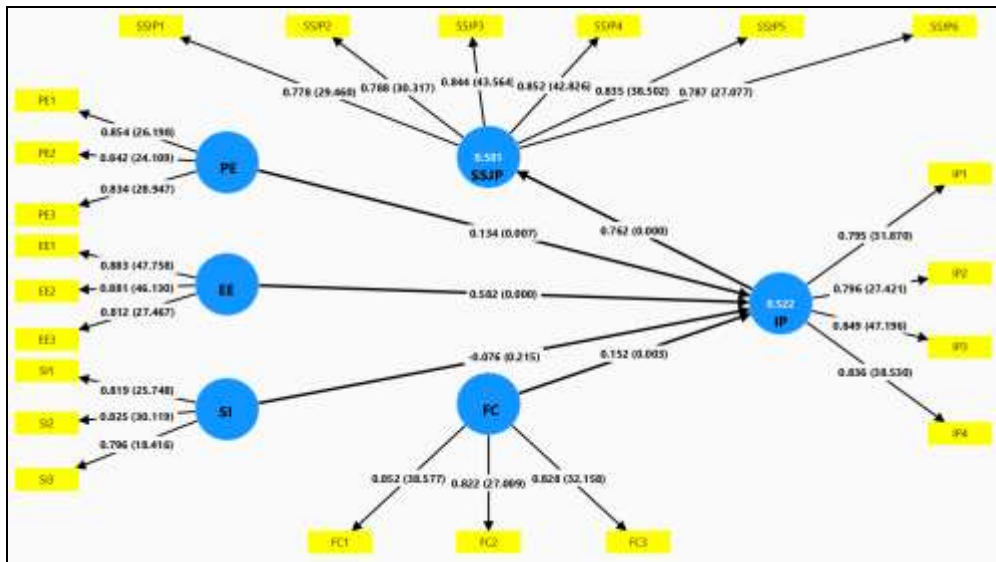

Figure 3. Structural Model (PLSc)
Significant at p<0.050 (Two-tailed Test)

Main Mediation Effect of the Hypotheses

The mediation analysis results demonstrate that intention to perform (IP) fully mediates most of the hypothesised relationships between UTAUT constructs and supporting staff job performance (SSJP). Specifically, performance expectancy (PE) exhibited a significant indirect effect on SSJP via IP ($\beta = 0.102$, $p = 0.008$), indicating that supporting staff expectations of enhanced job performance influence outcomes only when translated into intention. Similarly, effort expectancy (EE) showed the strongest full mediation effect ($\beta = 0.443$, $p < 0.001$), suggesting that ease of system use enhances staff performance exclusively through employees' intention to engage with e-HRM systems. Facilitating conditions (FC) also displayed a significant full mediation effect ($\beta = 0.116$, $p = 0.002$), underscoring the importance of intention as the sole pathway through which supportive infrastructure contributes to Performance. By contrast, social influence (SI) revealed a non-significant indirect effect ($\beta = -0.058$, $p = 0.211$), indicating

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

no mediation through IP. These findings confirm that intention is a critical mechanism linking technological and organisational factors to job performance (Hayes, 2015; Hayes, 2018; Zhao et al., 2010).

Table 10. Hypotheses Mediation Analysis Results

Hypotheses	Indirect Effect						Results
	Coefficient	SE	T-Value	P-Value	Percentile Bootstrap 95% Confidence Interval		
					Lower	Upper	
H1:PE -> IP -> SSJP	0.102	0.038	2.655	0.008	0.044	0.239	Supported
H2:EE -> IP -> SSJP	0.443	0.053	8.299	0.000	0.461	0.703	Supported
H3:SI -> IP -> SSJP	-0.058	0.046	1.251	0.211	-0.195	0.045	Not Supported
H4:FC -> IP -> SSJP	0.116	0.038	3.04	0.002	0.055	0.254	Supported

Note: PE = Performance Expectancy, EE = Effort Expectancy, SI = Social influences, FC = Facilitating Conditions, IP = Intended Performance, SSJP = Supporting Staff Job Performance

Types of Mediation of the Results

Since the model only tested indirect effects and did not include direct paths, the interpretation of the mediation results is based solely on the significance of the indirect effects. Accordingly, the significant indirect effects observed for performance expectancy (H1), effort expectancy (H2), and facilitating conditions (H4) indicate full mediation, meaning that Intended Performance (IP) fully transmits the effect of these constructs on supporting staff job performance (SSJP) (Baron et al., 1986; Hayes, 2018). In contrast, the non-significant indirect effect for social influence (H3) suggests no mediation, indicating that IP does not serve as a pathway linking social influence to job performance. These results highlight the critical role of intention as the sole mechanism through which PE, EE, and FC influence staff performance, while SI appears to operate independently without mediation.

Table 11. Summary of Mediation Types Analysis Results

Hypotheses	Indirect Effect	Mediation Type	Interpretation
H5(a):PE -> IP -> SSJP	Significant	Full Mediation	IP fully mediates the effect of PE on SSJP
H5(b): EE -> IP -> SSJP	Significant	Full Mediation	IP fully mediates the effect of EE on SSJP
H5(c): SI -> IP -> SSJP	Not Significant	No Mediation	IP does not mediate the SI–SSJP relationship
H5(d): FC -> IP -> SSJP	Significant	Full Mediation	IP fully mediates the effect of FC on SSJP

Note: PE = Performance Expectancy, EE = Effort Expectancy, SI = Social influences, FC = Facilitating Conditions, IP = Intended Performance, SSJP = Supporting Staff Job Performance

DISCUSSION OF FINDINGS

The Pan-African Journal of Business Management, Vol 9, Issue 2, December 2025: pp 152-170
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

The results of the mediation analysis indicate that Intended Performance (IP) plays a critical role in translating UTAUT constructs into actual Supporting Staff Job Performance (SSJP) among Tanzanian public university staff. Specifically, Performance Expectancy (PE), Effort Expectancy (EE), and Facilitating Conditions (FC) were found to have significant indirect effects on SSJP through IP. In contrast, Social Influence (SI) did not demonstrate a significant mediated effect. These findings highlight the centrality of intention as a mechanism through which technology-related expectations and environmental conditions influence job performance.

The significant full mediation of IP in the relationships between PE, EE, and FC with SSJP supports the notion that employees' perceptions about the usefulness of e-HRM systems (PE) and the ease of using such systems (EE) enhance job performance primarily by shaping their intentions to perform effectively (Davis, 1989; Venkatesh et al., 2003). This finding aligns with prior research suggesting that performance expectancy and effort expectancy are robust predictors of behavioural intention, which in turn predicts actual technology-mediated performance outcomes (Alalwan et al., 2017; Dwivedi et al., 2019a). Similarly, the full mediation observed for Facilitating Conditions indicates that access to appropriate organisational and technical resources indirectly improves staff performance by fostering stronger intentions to utilise the systems effectively, consistent with earlier studies emphasising the role of infrastructure and support in e-HRM implementation (Bondarouk & Ruël, 2013; Marler & Parry, 2016).

On the other hand, Social Influence did not significantly mediate the relationship between IP and SSJP. This suggests that, in the context of Tanzanian public universities, perceived social pressure or encouragement from colleagues and supervisors has a limited influence on staff performance in terms of intention. This outcome may reflect the more individualistic nature of performance behaviours in administrative roles, where system use is driven more by perceived usefulness and ease of use than by social factors (Venkatesh et al., 2012a). Previous studies have similarly found that the impact of social influence on behavioural intention can be context-dependent and less pronounced in voluntary or non-collaborative work settings (Oliveira et al., 2016; Williams et al., 2015).

In brief, the findings highlight the pivotal mediating role of intention in the relationship between technology acceptance constructs and actual job performance. By demonstrating full mediation of PE, EE, and FC, the study provides empirical evidence that interventions aimed at enhancing staff performance should focus on strengthening both the perceived usefulness and

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

ease of use of e-HRM systems, as well as on providing adequate organisational support to facilitate effective use. These insights are crucial for policymakers and HR managers aiming to optimise the benefits of e-HRM systems in public sector institutions.

IMPLICATIONS OF THE STUDY

The findings of this research carry significant theoretical and practical implications. Theoretically, this study contributes to the existing literature on the influence of e-HRM acceptance on supporting staff job performance by providing empirical evidence of the relationships among e-HRM system components (performance expectancy, effort expectancy, social influence, and facilitating conditions). For management and practitioners focused on job performance, adopting and implementing the proposed model offers a valuable framework for better understanding which e-HRM practices warrant greater attention to enhance staff job performance effectively.

Theoretical Implications

This study contributes to the theoretical understanding of e-HRM adoption and employee performance by demonstrating that Intended Performance (IP) fully mediates the relationships between Performance Expectancy (PE), Effort Expectancy (EE), Facilitating Conditions (FC), and Supporting Staff Job Performance (SSJP), thereby extending the UTAUT framework (Venkatesh et al., 2003) to the context of Tanzanian public universities and highlighting the centrality of intention as a mechanism for translating system-related perceptions into actual Performance. The findings further indicate that Social Influence (SI) may not always have a significant mediating role, suggesting that the impact of social pressures on job performance is context-dependent, particularly in administrative or less collaborative environments, and refining existing technology adoption theories by emphasizing the conditions under which UTAUT constructs affect actual performance outcomes (Alalwan et al., 2017; Dwivedi et al., 2019b). Moreover, by providing empirical evidence on the mediating role of intention, an area often underexplored in developing countries, the study advances theoretical models linking technology acceptance to job performance, offering a more nuanced understanding of the mechanisms driving performance improvements in public sector organisations.

Practical Implications

From a practical perspective, the findings offer important guidance for HR managers and policymakers in Tanzanian public universities. The full mediation of Intended Performance (IP) suggests that efforts to enhance staff performance should focus on increasing the perceived usefulness (PE) and

The Pan-African Journal of Business Management, Vol 9, Issue 2, December 2025: pp 152-170
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

ease of use (EE) of e-HRM systems, while ensuring adequate organisational and technical resources (FC). Implementing training programs, user-friendly interfaces, and reliable technical support can strengthen staff intentions to use these systems effectively, thereby improving job performance. Additionally, the non-significant role of Social Influence (SI) suggests that interventions should emphasise individual-level enablers and system-related support, rather than relying on peer or managerial pressure. This enables HR practitioners to design implementation strategies that optimise staff motivation, system usability, and overall institutional efficiency.

LIMITATIONS AND DIRECTIONS FOR FUTURE STUDY
Despite the valuable insights provided by this study, several limitations should be acknowledged. First, the research was conducted at three Tanzanian public universities, which may limit the generalizability of the findings to other higher education institutions or private-sector contexts. Second, the study relied on cross-sectional survey data, which constrains the ability to infer causal relationships between UTAUT constructs, Intended Performance, and Supporting Staff Job Performance. Third, the analysis focused solely on Intended Performance as a mediator, leaving unexplored other potential mediating or moderating factors such as organisational culture, leadership support, or employee engagement that might influence the e-HRM performance link. Additionally, the non-significant role of Social Influence may be context-specific, and its effect could differ in collaborative or culturally diverse settings.

Future research could address these limitations by adopting longitudinal or experimental designs to establish causality more robustly and by expanding the study to include private universities or organisations in other countries for broader applicability. Further studies may also explore additional mediators or moderators, such as knowledge sharing, digital literacy, or organisational support, to provide a more comprehensive understanding of how e-HRM adoption translates into staff performance. Finally, investigating the contextual factors that influence social influence could clarify when and how social pressures impact performance outcomes, thereby enriching both theory and practice in technology-enabled human resource management.

REFERENCES
Alalwan, A. A., Dwivedi, Y. K., & Rana, N. P. J. I. J. o. i. m. (2017). Factors influencing adoption of mobile banking by Jordanian bank customers: Extending UTAUT2 with trust. *37*(3), 99–110.

Bagozzi, R. P., & Yi, Y. J. J. o. t. a. o. m. s. (1988). On the evaluation of structural equation models. *16*, 74–94.

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

Baron, R. M., Kenny, D. A. J. J. o. p., & psychology, s. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *51*(6), 1173.

Bondarouk, T., Parry, E., & Furtmueller, E. J. T. I. J. o. h. r. m. (2017). Electronic HRM: four decades of research on adoption and consequences. *28*(1), 98–131.

Bondarouk, T., & Ruël, H. J. T. I. J. o. H. R. M. (2013). The strategic value of e-HRM: results from an exploratory study in a governmental organisation. *24*(2), 391–414.

Bondarouk, T. V., & Ruël, H. J. J. T. i. j. o. h. r. m. (2009). Electronic Human Resource Management: challenges in the digital era. *20*(3), 505–514.

Chin, W. W. (1998). The partial least squares approach to structural equation modelling. In *Modern Methods for Business Research* (pp. 295–336). Psychology Press.

Creswell, J., & John, W. (2018). Creswell, Research Design. *Qualitative, Quantitative, Mixed Methods Approaches*.

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publications.

Curtis, N., Jones, M. E., Lappin, A., O'Higgins, P., Evans, S. E., & Fagan, M. J. (2010). Comparison between in vivo and theoretical bite performance: using multi-body modelling to predict muscle and bite forces in a reptile skull. *Journal of Biomechanics*, *43*(14), 2804–2809. https://doi.org/10.1016/j.jbiomech.2010.05.037

Davis, F. D. J. M. q. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. 319–340.

Diamantopoulos, A., Sarstedt, M., Fuchs, C., Wilczynski, P., & Kaiser, S. J. J. o. t. A. o. M. S. (2012). Guidelines for choosing between multi-item and single-item scales for construct measurement: a predictive validity perspective. *40*, 434–449.

Diamantopoulos, A., & Siguaw, J. A. J. B. J. O. m. (2006). Formative versus reflective indicators in organisational measure development: A comparison and empirical illustration. *17*(4), 263–282.

Duyck, P., Pynoo, B., Devolder, P., Voet, T., Adang, L., & Vercruysse, J. J. M. o. i. i. m. (2008). User acceptance of a picture archiving and communication system. *47*(02), 149–156.

Dwivedi, Y. K., Rana, N. P., Jeyaraj, A., Clement, M., & Williams, M. D. J. I. s. f. (2019a). Re-examining the unified theory of acceptance and use of technology (UTAUT): Towards a revised theoretical model. *21*(3), 719–734.

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

Dwivedi, Y. K., Rana, N. P., Jeyaraj, A., Clement, M., & Williams, M. D. J. I. s. f. (2019b). Re-examining the unified theory of acceptance and use of technology (UTAUT): Towards a revised theoretical model. *21*, 719–734.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39–50. https://doi.org/10.1177/002224378101800

Fornell, C., & Larcker, D. F. J. J. o. m. r. (1981). Evaluating structural equation models with unobservable variables and measurement error. *18*(1), 39–50.

Hair, J. F., Astrachan, C. B., Moisescu, O. I., Radomir, L., Sarstedt, M., Vaithilingam, S., & Ringle, C. M. (2021). Executing and interpreting applications of PLS-SEM: Updates for family business researchers. *Journal of Family Business Strategy*, *12*(3), 100392. https://doi.org/10.1016/j.jfbs.2020.100392

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modelling: Rigorous applications, better results and higher acceptance. *Long range planning*, *46*(1-2), 1-12. https://doi.org/10.1016/j.lrp.2012.09.011

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019a). When to use and how to report the results of PLS-SEM. *European business review*, *31*(1), 2-24. https://doi.org/10.1108/EBR-11-2018-0203

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. J. E. b. r. (2019b). When to use and how to report the results of PLS-SEM. *31*(1), 2-24.

Hayes, A. F. (2015). Introduction to mediation, moderation, and conditional process analysis. In: The Guilford Press.

Hayes, A. F. J. C. m. (2018). Partial, conditional, and moderated mediation: Quantification, inference, and interpretation. *85*(1), 4–40.

Henseler, J., Ringle, C. M., & Sarstedt, M. J. J. o. t. a. o. m. s. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modelling. *43*, 115–135.

Kock, N. J. I. J. o. e.-C. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *11*(4), 1–10.

Kumar, A., Arora, A., Sharma, P., Bansal, N., Anikhindi, S. A., Khare, S.,…Sachdeva, M. J. C. (2023). Public knowledge, awareness, and vaccination rates for hepatitis B in India: a cross-sectional survey. *15*(8).

Lin, C. (2019). Applying the UTAUT model to understand factors affecting the use of e-books in Fujian, China. In.

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

Marler, J. H., & Parry, E. J. T. I. J. o. H. R. M. (2016). Human resource management, strategic involvement and e-HRM technology. *27*(19), 2233–2253.

Mtebe, J. S., & Raisamo, R. (2014). Challenges and instructors' intention to adopt and use open educational resources in higher education in Tanzania. *International Review of Research in Open and Distributed Learning*, *15*(1), 249–271. https://doi.org/10.19173/irrodl.v15i1.1687

Mtebe, J. S., Raisamo, R. J. I. R. o. r. i. o., & learning, d. (2014). Challenges and instructors' intention to adopt and use open educational resources in higher education in Tanzania. *15*(1), 249–271.

Njoku, E., Ruël, H., Rowlands, H., Evans, L., & Murdoch, M. (2019). An analysis of the contribution of e-HRM to sustaining business performance. In *HRM 4.0 For Human-Centred Organisations* (pp. 21–39). Emerald Publishing Limited.

Obeidat, S. M. (2016). The link between e-HRM use and HRM effectiveness: an empirical study. *Personnel Review*, *45*(6), 1281-1301. https://doi.org/10.1108/PR-04-2015-0111

Oliveira, T., Thomas, M., Baptista, G., & Campos, F. J. C. I. H. B. (2016). Mobile payment: Understanding the determinants of customer adoption and intention to recommend the technology. *61*, 404–414.

Parry, E., & Tyson, S. J. H. R. m. j. (2011). Desired goals and actual outcomes of e-HRM. *21*(3), 335–354.

Strohmeier, S., & Kabst, R. J. E. R. (2014). Configurations of e-HRM–an empirical exploration. *36*(4), 333–353.

Strohmeier, S. J. H. R. m. r. (2007). Research in e-HRM: Review and implications. *17*(1), 19–37.

Van Raaij, E. M., & Schepers, J. J. (2008). The acceptance and use of a virtual learning environment in China. *Computers Education*, *50*(3), 838-852. https://doi.org/10.1016/j.compedu.2006.09.001

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 425–478. https://doi.org/10.2307/30036540

Venkatesh, V., Thong, J. Y., Chan, F. K., Hu, P. J. H., & Brown, S. A. (2011). Extending the two-stage information systems continuance model: Incorporating UTAUT predictors and the role of context. *Information systems journal*, *21*(6), 527–555. https://doi.org/10.1111/j.1365-2575.2011.00373

Venkatesh, V., Thong, J. Y., & Xu, X. (2012a). Consumer acceptance and use of information technology: extending the unified theory of acceptance and use of technology. *MIS Quarterly*, 157-178. https://doi.org/10.2307/41410412

The Pan-African Journal of Business Management, *Vol 9, Issue 2, December 2025: pp 152-170*
Mediating Role of Intended Performance in the Influence of Electronic Human Resource Management on
Supporting Staff Job Performance in Tanzanian Public Universities
Alex Silas Seni1, Bukaza Chachage, and Saganga Kapaya

Venkatesh, V., Thong, J. Y., & Xu, X. J. M. q. (2012b). Consumer acceptance and use of information technology: extending the unified theory of acceptance and use of technology. 157-178.

Williams, M., Rana, N., Dwivedi, Y., & Lal, B. (2011). Is UTAUT really used or just cited for the sake of it? A systematic review of citations of UTAUT's originating article.

Williams, M. D., Rana, N. P., & Dwivedi, Y. K. J. J. o. e. i. m. (2015). The unified theory of acceptance and use of technology (UTAUT): a literature review. *28*(3), 443–488.

Zhao, X., Lynch Jr, J. G., & Chen, Q. J. J. o. c. r. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *37*(2), 197–206.