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Examination of the Influence of Employee Behavior Intention on Electronic Government System Adoption in Tanzania: A Case of Traffic Management System (TMS) Iringa Municipality Police Force

Shanina Simban[1], Isidore Minani[2]

[1]MBA Student, Ruaha Catholic University
[2]Senior Lecturer, Ruaha Catholic University

Abstract

This study analyzed the influence of employee behavior intentions on the adoption of electronic government systems in Tanzania, using the Traffic Management System (TMS) in the police force in Iringa Municipality as a case study. The study's particular objectives were to i) Examine the influence of employee attitude on Iringa Municipality's traffic management system; ii) examine the influence of subjective norms on Iringa Municipality's traffic management system, and iii) To examine the influence of perceived behavior control on Iringa Municipality's traffic management system. The study employed quantitative research methods where the survey design was used. Data that informed the current study was accrued from the Iringa municipality police force and although the targeted sample size of the study was 118 respondents, only 109 respondents completed the questionnaire, and respondents were recruited using the simple random sampling technique. Data were descriptively analyzed using correlation and multiple regressions, allowing the researcher to test the hypothesis and determine the cause-and-effect link. The study's findings show that employees' attitudes have a significant influence on the implementation of traffic management systems in Iringa Municipality. Similarly, study findings demonstrated that subjective norms in traffic control systems have a significant favorable influence. In addition, the findings show that perceived behavior control has a significant positive impact on the adoption of traffic management systems in the Iringa Municipality. According to the findings, elements of employee attitudes, subjective norms, and perceived behavior control that have a minor impact on TMS adoption should be eliminated, while those with significant positive impacts should be boosted to promote TMS adoption. Other studies should be undertaken to investigate variables that lead to an insignificant association between a few elements of employee attitudes, subjective norms, and perceived behavior control, which was found inconsequential on TMS adoptions, according to the study. Because no moderating variables were considered in this study, the researcher advocates that future scholar analyze the impact of moderating variables in prospective TMS studies. Finally, it is recommended that future studies focus on other geographical contexts.

Key words: Employee Behavior Intention, Electronic Government System Adoption, Traffic Management System (TMS), Police Force

1. Introduction

Today, the world is undergoing tremendous technological revaluation, with information technology playing a key role. There is a general belief that information technology eases and tremendously contributes to sustainable life (Nunn and Quinet, 2002). Meanwhile, Tanzania's Internet users have rapidly surged for instance in 2018, 25% of Tanzanians admitted to using the Internet on a regular basis (Alawadhi and Morris, 2018). (2015). Tanzania's Internet user statistics were recorded at an all-time high of 14.72 million in 2020, according to Internet World Stats (Internet World Stats, 2020). Computer use efficacy has improved as a result of the adoption of Internet technology, showing that users have developed the ability to obtain and retain information from their use of the Internet.

The phrase "e-government" refers to the government's use of information technology. E-Government entails the use of electronic means to deliver government information and services to citizens promptly and correctly, at low cost and with little effort, at any time and through a single website on the Internet. E-Government, also a broad initiative, aims to improve government efficiency and effectiveness by improving the performance of services for beneficiaries such as individuals, institutions, businesses, and society in general (Almarabeh and AbuAli, (2010).

E-government, according to AlAwadhi and Morris (2015), contributes to the operation of government-to-citizens (G2C), government-to-business (G2B), government-to-government (G2G), internal efficiency and effectiveness (IEE), and government-to-employees (G2E) (2015). For the purposes of this study, the researcher will focus on the E-Government service provided to employees. G2E is an E-Government category that encompasses actions and services that take place between government agencies and their workers (Efraim and David, 2012). Governments employ a big workforce and a s a result, governments are just as eager as private-sector companies in offering services and information to their employees via electronic means. Because state government employees frequently operate in a number of locations, G2E software may be very useful in facilitating efficient communication. While internal programs such as E-payroll, E-records management, E-training, Enterprise case management, integrated acquisition, integrated human resources, and one-stop recruiting provide instruments for increasing the efficacy and efficiency of government operations

The government's goal in introducing e-government services to public sector employees was to improve internal efficiency and effectiveness for processes and procedures within the government sector by (a) Improving the level of efficiency in the use and application of information technology (b) Constructing the electronic transformation of government agencies both internally and externally; and (c) Reducing the time spent performing procedures, (d) Taking advantage of the best experiences in the performance of the business ; (e) Accurately complete various functions and (e) Facilitating the electronic payment system.

According to the conclusions of the URT (2013) survey, all of the ministry departments visited recognize the importance of e-Government. Many departments have expressed a strong desire to employ information and communication technology (ICT) to modernize

administrative processes and improve service delivery. Although most have stated support for the vision of e-Government, only a few MDAs/LGAs are actively creating their ICT strategy/plan due to a lack of competence. They have also stated that public sector executives must show stronger commitment to e-Government because the shift will necessitate a strong mandate and sound investments. While some progress has been made in recent years, most MDAs and LGAs believe that e-Government efforts need to be better integrated and coordinated across the public sector to avoid slow implementation and resource wastage. According to the article, present levels of human capital and ICT capacity are insufficient to have a substantial impact. To promote the innovative use of ICT, ICT units in MDAs/LGAs and across the public sector require both sophisticated technical and business management skills. As a result, there is little trust in the use of ICT to provide electronic services. Many MDA websites exist, and the bulk of them are still in the e-Government presence stage. They primarily provide information about organizations and the services they offer. There are only a few initiatives that provide a single gateway for internal government operations and services. Governments in advanced countries such as Sweden, Norway, the United Kingdom, and Japan have used information systems to facilitate service functions. The use of information systems, particularly in the public sector, enhances not only road safety but also efficiency, transparency, and accountability in providing services to the public, reducing corruption (Mkude, 2016). The use of an information system can improve public service delivery by streamlining internal processes and expanding the capacities of public agencies, particularly law enforcement (Alshehri and Drew, 2010). Information systems are steadily gaining prominence as part of modern businesses' circuitry, dictating how challenges are defined and progress is quantified. They frequently assist in determining the work completion process, who executes it, and the job description. The Tanzania government facilitates public sector employment, particularly in the Police Force. The Traffic Management System (TMS), which was implemented in 2015, is the most widely utilized system. TMSs have three main phases: (1) information gathering, which is responsible for collecting traffic-related data from a variety of sources; (2) information processing, which is responsible for aggregating and processing the received traffic data in order to identify additional traffic traffic requirements that may be required to improve traffic efficiency; and (3) service delivery, which is responsible for providing services to control traffic requirements and related solutions to improve overall traffic efficiency thus, TMS has gained global recognition. TMS is a robust smartphone application that keeps track of all traffic violations across the city (XIAO, 2015). The application aids traffic officers in keeping accurate records of all traffic offenses committed by road users, as well as maintaining databases of driver and vehicle information (AlAwadhi and Morris, 2010). (2015).

The objectives of the TMS are as follows; To design and deliver a secure database for storing data, entered into the system; To design and deliver an API system with the following functionalities: an administrator to oversee all the actions of the field officers; and accountant profile that will be collecting the fines; addition of fines with time deadlines; view pending and overdue fines; view how much money has been collected over a specific period.

Despite the well-known benefits of implementing Information Systems in the public sector, governments continue to face substantial hurdles in adopting Information System innovation into their processes. The process of accessing and utilising data from multiple sources is inherent in the nature of the services provided by public entities. In this regard, the implementation of an information system in the public sector must consider the activities involved. Otherwise, the anticipated benefits and consequences may not be realized, resulting in a waste of money, resources, and effort.

Several theories attempt to describe the adoption of Information Systems in the public sector from a theoretical standpoint. Diffusion of Innovation (Rogers, 2003) and the Decomposed Theory of Planned Behavior are two examples (Shareef et al., 2013). These theories specify the factors that influence the adoption and implementation of information systems. Various studies show that concerns such as a fragile environment, insufficient infrastructure, and a high illiteracy rate are the major blocks to the adoption of information systems in the public sector. Morris and AlAwadhi (2015). Poor skills, poor Information System policy implementation, lack of vision and strategy, lack of government support, lack of donor support, behavior alimentations, and national culture, i.e. leadership style bureaucracy, have all been mentioned as barriers to Information System adoption in other studies (Alam& Noor, 2009; Busagala and Ringo, 2013). Proposals for addressing these challenges have also been thoroughly reported in existing literature.

Employees' behavior intentions are thought to influence electronic system acceptance, according to Ajzen (1985). Employee attitudes, subjective norms, and perceived employee control, which are variables in the deconstructed theory of planned behavior, are all involved in this activity. The significance of the major construct of the deconstructed theory of planned behavior in terms of impact, association, and conclusion for influencing the adoption of electronic government systems is still debatable and requires further investigation. As a result, this study is expected to fill the vacuum by evaluating the impact of employees' behavior intentions on the adoption of electronic government systems through its structures.

1.1 Research Objectives

1.1.1 General Objective

The primary objective of this study was to examine the influence of employee behavior intentions on the adoption of electronic government systems in Tanzania, with the traffic management system in the police force in Iringa Municipality serving as a case study.

1.1.2 Specific Objectives

To achieve the general objective above, the following specific objectives were developed.

i. To examine the influence of employee attitude on traffic management system adoption.
ii. To examine the influence of subjective norms on traffic management system adoption.
iii. To examine the influence of perceived behavior control on traffic management system adoption.

1.2 Scope of the Study

The study's scope is limited to Tanzania's traffic police force, as attributed to the sector's use of an electronic government system to enhance public services provision. The police force's

main functions are to oversee and preserve peace and security; thus by utilizing an electronic government system, the police force may streamline their job while providing effective and efficient services. The police force in Iringa Municipal was selected as a case study owing to time constraints. On the other hand, the study was guided by the Decomposed Theory of Planned Theory, which provides a theoretical scope in which three constructs were used to investigate Tanzania's adoption of electronic government systems.

2. Literature Review

Perceived behavior control in the context of this study is the control beliefs, which order perceived behavioral control. Is a power of one control factor which lead on the electronic movement system adoption (Enrique et al, 2017).

2.1 Theoretical Review

2.1.1 Decomposed Theory of Planned Behaviour

Ajzen (1985) proposed the Theory of Planned Behavior to investigate the factors that influence the adoption of electronic government systems (TPB). The theory introduces the concept of human behavioral attitude and various beliefs, which finally lead to behavioral intentions and electronic system adoption. Shareef et al., (2013) later expanded the theory to become a decomposed theory of planned behavior (DTPB). Because most studies relevant to this theory have been undertaken outside of Tanzania, this study used the extended theory of planned behavior to investigate electronic government system adoption in Tanzania. The DTPB asserts that human conduct is influenced by one's attitudes and behavioral intents, which are characterized by the presence of social standards and the exercise of volitional control, as proposed by TPB and TRA. Morris and AlAwadhi (2015). Three dimensions are considered to impact electronic system adoption in the decomposed theory of planned behavior and these include; Employee attitude, subjective norms, and perceived behavioral control. The constructs are as broadly described hereunder:

Employee's attitude: The link between an individual's behaviors and the outcome that the behavior is expected to achieve or bring about is termed as behavioral beliefs. The behavioral ideas that a person holds will have a direct impact on his attitude toward an activity. If the projected outcome is positive, he will almost certainly have a positive attitude toward the activity, which will increase the possibility of actual performance. In essence, a person's behavioral views will center on the question of whether a conduct is positive or negative.

Subjective norms: If an individual's actions and behaviors are exclusively determined by him, forecasting his actions will be easy. That is not the case, however, because there are other internal and external forces at play. The major individuals or personalities in the individual's life, specifically their behavioral demands as he perceives them, are part of his normative beliefs. Furthermore, it is influenced in part by the value he attaches to these individuals' expectations. Together, these form the subjective norm that will influence his decisions on whether or not to behave in a given way (AlAwadhi and Morris, 2015).

Perceived behavioral control: One may perceive the presence of factors (called 'control factors') that will have an impact on behavioural performance. These are the control beliefs, which will dictate one's perceived behavioral control. Each control factor can be examined separately, and opinions of the control element's influence may significantly vary. If there is a high probability that an influential control factor is present, one is likely to act in line with the power factor. Despite the importance of the decomposed theory of planned behavior and its attributes on electronic system adoption, limited research studies have focused on electronic government system adoption particularly in Tanzania's police force. Although several studies suggest it's significant in influencing electronic system adoption, few studies have broadly examined each construct's influence on electronic government system adoption as recommended by Rana et al (2015).

2.2 Empirical Literature Review

2.2.1 The Influence of Employee Attitude on Traffic Management System

AlAwadhi and Morris, (2015) examined factors affecting the adoption of electronic government system. A mixed method approach was adopted in the study and in the qualitative phase, focus group discussions were used to obtain data on factors that affect the adoption of e-government services in Kuwait University. The Focus group data collection technique was used because detailed information about the user's experience, opinions and feelings was required. In addition, students were invited to provide email addresses if they were interested in participating in a quantitative phase questionnaire survey. In total, 249 students participated in the quantitative phase, with two-thirds (165) being undergraduate students and one-third (84) being postgraduate students. Because university students are among the adult population for whom the Internet has become part of their daily routine, they were included in this study. The study's findings revealed that attitudes and perceptions had a positive impact on the adoption of electronic government services in Kuwait. Despite these findings, the study was conducted in Kuwait, which limits the extent to which findings can be generalized to the Tanzanian context.

In Saudi Arabia, Kagaariet al. (2010) conducted a study on student acceptance of mobile learning in higher education. According to the findings of a quantitative study, attitude has a significant impact on the acceptance and usage of various e-government mobile leaning, services, and platforms. However, it must be determined whether it is a predictor of the adoption of computerized government systems. The attitude of employees has a significant impact on the electronic management system. Despite the significance of these findings, most studies on attitudes and electronic government adoption have been conducted in contexts other than the Tanzanian police force. This research contributed to a better understanding of the relationship between attitude and Tanzania's electronic government system.

2.2.2 The Influence of Subjective Norms on Traffic Management System.

Subjective norms have been proven in studies to have a substantial impact on the adoption of electronic government systems. Yu (2012), for instance, conducted a study to analyze

the elements that influence consumers' intention to use mobile banking. To acquire data, a quantitative research approach was used, where data was accrued through a survey questionnaire. Findings revealed that subjective norms have a positive relationship with the government system, as was similarly established by Venkatesh et al., (2012).

Shareef et al. (2011) noted that the most significant challenges developing nations face in adopting and implementing e-government are variables connected to subjective standards, which should be investigated to understand how they affect electronic system acceptance. These researchers found it challenging to deploy an electronic system with desirable outcomes in poor nations due to fundamental social factors such as subjective standards not being well researched (Al-Zoubi et al. 2011). That indicates that once research into subjective norms well documented, a high level of acceptance and utilization of electronic systems can be achieved. Despite academic arguments about the effects of subjective standards on e-government adoption, there has been little expressed in the public sector of underdeveloped countries, notably in the police force sector, which requires further investigation. Subjective norms have a substantial positive influence on electronic management systems, according to the majority of empirical investigations undertaken outside of the African context (Chen and Dimitrova, 2006).

2.2.3 The Influence of Perceived Behaviour Control on Traffic Management System

The impact of perceived behavior control on electronic government system adoption has been studied by a number of authors. Ranaet al., (2015) for instance, studied citizen adoption of an electronic government system. According to the findings, perceived behavior control was found to be a predictor of progressive support for the current electronic system deployment. This theory argues that citizens' perceptions of behavior control influence their adoption of ICT systems in both the public and private sectors. Kagariet al. (2010) found that societal factors like perceived behavior control and personal attributes like anxiety have little impact on ICT system adoption. Furthermore, anxiety does not appear to be a predictor of intention to embrace and use new ICT systems. Scholars' perspectives however differ on the role of perceived behavior control in influencing electronic system adoption in both public and private organizations.

Similarly, Al-Sobhi (2009) analyzed the challenges facing the implementation of the e-government system in Saudi Arabia. According to his survey, hurdles to e-government services consumption included: resources, computer knowledge, authentication, usability, accessibility, and availability, with some of these being under perceived behavior control.

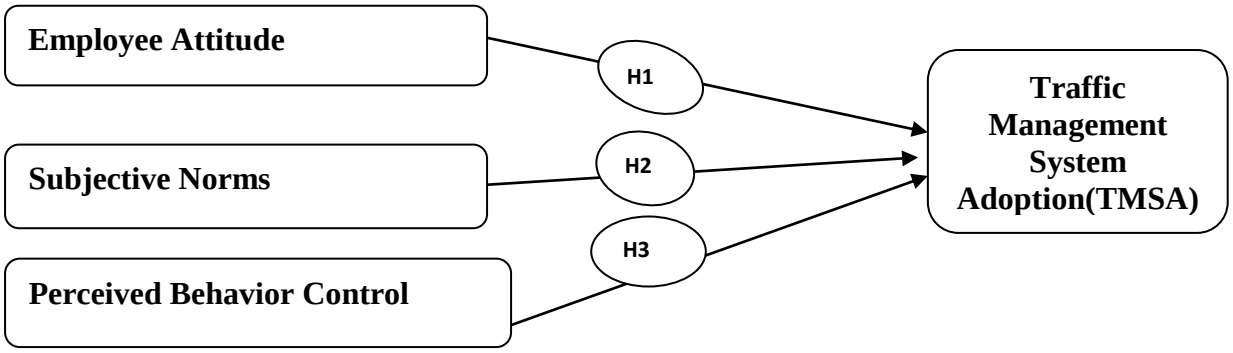
Apart from Tanzania, the majority of studies on perceived behavior control and electronic system adoption have been undertaken in other countries and show significant effects on electronic system adoption. However, few studies have been carried out in the Tanzanian context, notably those involving the police force, which have received little attention and resulted in the failure of electronic system implementation. In Tanzania, for instance, Kikwete (2014) stated that any transformative initiative required the adoption of an effective and efficient electronic government system, which could lead to the achievement of the National Strategy for Growth and Poverty Reduction (NSGPR), the National Vision 2025,

and the transition of the country from a low-income to a middle-income economy. The majority of experts believe that perceived behavior management has a considerable positive impact on the Traffic Management System.

2.3. Conceptual Framework

The conceptual framework consists of independent variables, which are constructs from the decomposed theory of planned behaviour, and a dependent variable, which is Tanzania's adoption of traffic management systems. several studies have hypothesized that the constructs of the deconstructed theory of planned behaviour positively influence Traffic Management System adoption in Tanzania.

Figure 2.1:Conceptual Framework



Source: Researcher 2021

2.4. Formulation of Hypotheses

2.4.1 Employees' Attitude (EA)

Employee attitude refers to a person's positive or negative feelings regarding activity, and it is an independent variable in this study. The strength of one's intention to act on behavior is measured by behavioral intention (Fishbein and Ajzen, 1975). Attitude is a major and positive predictor of behavioral intention, according to attitude research and technology acceptance research. In this study, employers' behavioral intentions to use e-government services are predicted using attitude. Accessibility, simplicity, perceived usefulness, Trust, competence, security, and confidence were utilized by Lau and Kwok (2015) to assess the impact of employees' attitudes on electronic system adoption. As a result, these measurements were used in this study to assess the impact of employee attitudes on the adoption of electronic government systems in Tanzania. The researcher hypothesized the following in order to investigate the association between employee attitude and TMS:

H_1: Employees' attitude has a significant positive influence on Traffic Managements System adoption.

2.4.2 Subjective Norms (SN)

In this study, subjective norms serve as an independent variable. Subjective norms influence the user's actions toward technology adoption, according to Venkatesh et al., (2003). According to Shareefet al., (2011): social influence, superior influence, top management, and

customer influence adoption intention. Little is however known about how these metrics are articulated in the Tanzanian context, particularly in the police force, in order to influence the use of electronic government systems. As a result, these measurements were used in this study to assess the impact of subjective norms on the adoption of electronic government systems in Tanzania. This study hypothesized that;

H_2: Subjective norms have a significant positive influence on Traffic Managements System adoption

2.4.3 Perceived Behaviour Control (PBC)

perceived behavior control connotes the extent to which a person believes that the presence of an organizational and technical infrastructure is for the purpose of supporting the use of a system. Perceived behavioral control is an independent variable in this research. To quantify the influence of perceived behavior control on electronic government system adoption, Kagaariet al. (2010) used network availability, facility availability, IT policy, availability of expertise, and availability of regulation. These metrics were used in this study to evaluate the influence of perceived behavior control on the adoption of electronic government systems in Tanzania and thus it is hypothesized that;

H_3: Perceived behavior control has a significant positive influence on Traffic Managements System adoption

2.5 Traffic Management System Adoption (TMSA)

The TMS adoption was measured using the following variables in this study. Existence of IT resources, IT training, service delivery, ease of monitoring, openness, electronic record keeping, increased fine collection, electronic directions, and online payments are all characteristics to be measured.

3. Methodology

The deductive research approach was used in this study, which focuses on moving from theory to data and explaining the fundamental relationship between variables. According to Collins (2010), in the deduction technique, the notion is operationalized to allow facts to be quantified. What constitutes independent and dependent variables is well posited by the accepted indicators, based on the deduction research approach. This study used quantitative research methodologies and an explanatory research design to examine the hypothesis established with regard to the determinants of electronic government system adoption in Tanzania, with Iringa Municipality as a case study.

Kumar (2010) writes that explanatory research studies serve the primary goal of determining the causes and effects of variables' relationships. Explanatory research design is appropriate for this study because it includes both independent and dependent variables. The descriptive

research design, on the other hand, was utilized to identify and profile respondent characteristics. As a result, the research strategy in this study was a survey, with a sample drawn from the entire population. The study's target population was 180 police officers from Iringa Municipal. Employees of the Iringa Municipal Police Force were specifically targeted for the study. Using the Table of determining sample size, adopted from Krejcie and Morgan (1970), the sample size was 118 respondents, depending on 180 total employees from the police force who work with electronic systems in Iringa.

Data was collected using a survey questionnaire. A 5-point Likert scale was used to construct the survey questionnaire, which was pre-tested before being used to collect data to ensure adequate data quality. The reliability of the instruments was examined using Cronbach's alpha (), and the validity was tested using exploratory factor by employing Total variance in the analysis phase. EFA test validity, according to Ramanathan (2008). The descriptive data analysis was used in the second phase of data analysis.

3.1 Validity and Reliability

3.1.1 Validity

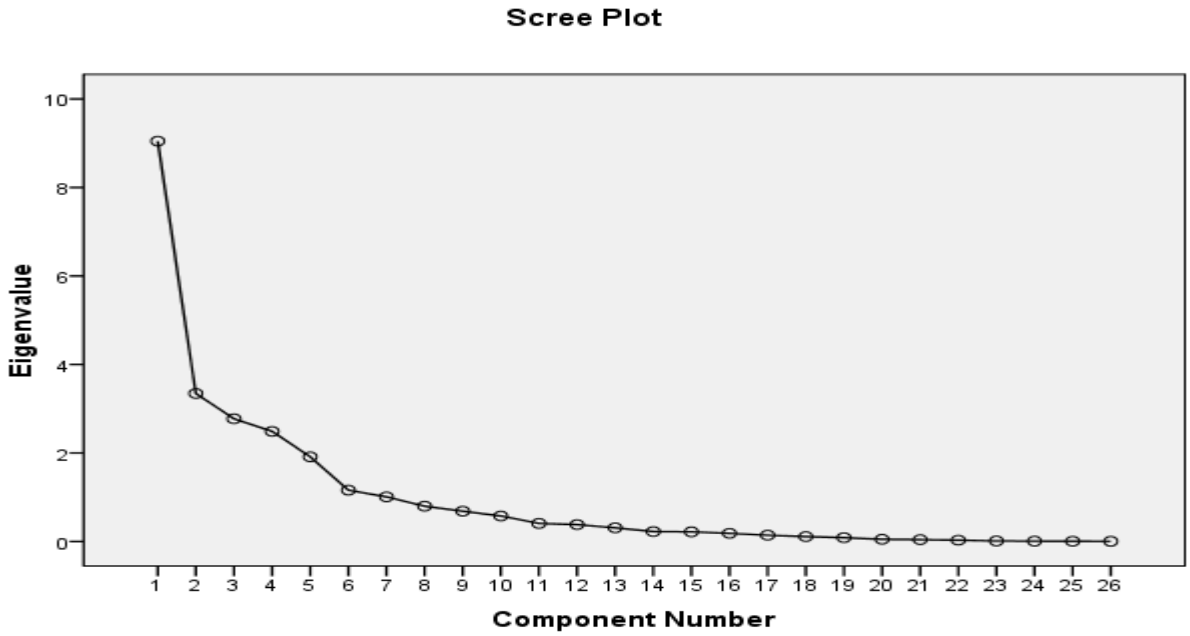
Content Validity: If the items on a test accurately reflect the theoretical field of the latent construct it claims to assess, it is said to be content valid (Morse, et al., 2002). To verify content validity, a pre-test of the survey instrument was undertaken in this study, which enabled researchers to ensure that the items on a given test appropriately reflected constructs.
Construct Validity: The greater the variation attributed to the constructs, the higher the validity of the instruments, according to statistical procedures. Total variance explained was examined to confirm construct validity, and the results revealed a score of 67.896 %, which is higher than 50%. As a result, the data gathered was accurate, as indicated in Table 3.1
Thus, four variables were retrieved from the questionnaire, each containing 26 indicator variables, and they explained 67.896 % variance. All the four factors had eigenvalues >1, which matched Kaiser's criterion, implying that all factors with eigenvalues greater than one are valid (Stuive, 2007), as shown in Figure 3.1 below.

Table 3.1: Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.048	34.798	34.798	9.048	34.798	34.798	6.016	23.137	23.137
2	3.344	12.863	47.661	3.344	12.863	47.661	4.718	18.148	41.285
3	2.773	10.664	58.326	2.773	10.664	58.326	3.679	14.149	55.434
4	2.488	9.570	67.896	2.488	9.570	67.896	3.240	12.462	67.896

Extraction Method: Principal Component Analysis.
Source: Researcher, (2021)

Figure 3.1: Scree Plot



Source: Researcher, (2021)

Face validity: To ensure face validity, each question or item on the scale must have a logical link to the objectives and hypothesis, according to Kumar (2010). To achieve face validity, the research instrument must represent the research aims, cover the complete range of topics to be measured, and be straightforward, specific, and short enough to meet all data collection standards.

Criterion validity: The data collection instrument was altered to fit the research variables and hypothesis in order to achieve criterion validity. In addition, the indicator variable is used to determine the major qualities by measuring the main construct in designed instruments.

3.1.2 Reliability

Cronbach's alpha (α) analysis was used to examine the predictor variables' reliability, and the range of Cronbach's coefficient was as reported in table 3.3 below. Internal consistency and homogeneity of groups of items and questionnaires can be determined using Cronbach's analysis (Crowther and Lancaster, 2008). Cronbach's coefficient findings revealed that the variables considered in the current study were trustworthy. coefficients ranged from 0.602 to 0.884, as shown in Table 3.3. According to Wu et al. (2012), trustworthy Cronbach's coefficients range between $0.50 < \alpha \leq .90$ thus, the study's reliability was very strong.

Table 3.2: Reliability Test

Variable	No of Item	Cronbach's Alpha (α)
Employee Attitude (EA)	7	0.884
Subjective Norms (SN)	5	0.602
Perceived Behaviour Control (PBC)	5	0.755
Traffic Management System Adoption (TMSA)	9	0.723

Source: Researcher (2021)

4. Data Analysis, Interpretation and Discussion of Findings

4.1 Sample Characteristics

The study's target sample size was 118 respondents, although only 109 filled out the questionnaire, which is a response rate of 92 percent and considered representative for making conclusions. The research examined the nature and characteristics of the respondents in the study area, in reference to sample distribution. This section presents the descriptive results.

4.1.1 Respondents Distribution by Gender

The respondents in this study were both male and female police officers from the Iringa Municipal Police Force. As shown in Table 4.1, 70 (64.2%) of the 109 respondents contacted were men, while 39 (35.8%) were women. Despite the fact that male respondents outnumbered female respondents, the proportionate of the % indicates that gender was represented in at least an equal proportion in the data collecting procedure, allowing data to be obtained for each gender cohort.

4.1.2 Respondents Distribution by Age

The age distribution of respondents who work as police officers in Iringa Municipal is shown in Table 4.2. 12 (11%) of the 109 respondents contacted were between the ages of 18 and 27, 40 (36.7%) were between the ages of 28 and 37, 43 (39.4%) were between the ages of 38 and 47, and 14 (12.8%) were over the age of 47. The majority of the responders are between the ages of 28 and 47. This group, which ranges in age from 28 to 47 years, is made up of hardworking employees.

4.1.3 Respondents Distribution by Education Level

The distribution of respondents by level of education is shown in Table 4.3. Among the 109 respondents contacted, 29 (26.6%) had secondary education and 14 (12.8%) had a certificate level of education. Furthermore, 26 (23.9%) of the respondents had a non-degree education credential, 28 (25.7%) had a bachelor's degree, and 12 (11%) had a postgraduate degree. According to the findings, the majority of those contacted were educated thus , employees from the Police Department with various levels of education and experience were approached for participation in this study. Because the majority of the employees contacted are educated and have considerable experience, the data collected is relevant for decision-making and justification of this study.

4.1.4 Respondents Distribution by Work Experience

The distribution of respondents by job experience is shown in Table 4.4. Among the 109 people contacted, 3 (2.8%) had 1-3 years of experience, 10 (9.2%) had 4-7 years of experience, 59 (54.1%) had 8-10 years of experience, and 37 (33.9%) had more than ten years of experience. According to the study's findings, the majority of respondents had four years of experience. Because experienced staff informed this investigation, the data accrued reflects the facts. This descriptive analysis further reveals that officers of various levels of expertise were involved and represented during data collection.

4.2 Descriptive Statistics

In this section descriptive results of independent and dependent variable have presented. The mean, standard deviation (SD), maximum and minimum values of variables have shown. Since the study used 5-point Likert scale ranging from 1 = strongly disagree (minimum) to 5= strongly agree (maximum) over a total of 109 observations (n = 109). The indicators which scored mean below 3 are termed as disagree while those scored above 3 are agreed. Field (2009) expounds that while the mean values represent the respondents' views on a given variable, the values of standard deviation (SD) indicate how well the mean represents the data. It indicates the spread of responses in data. The mean values of employee attitudes and subjective norms were above the scale's central axis (3 = moderate), and the standard deviation was less than one, indicating that the responses were satisfactory. As a result, while employee attitudes and subjective standards were well-received, the response to perceived behavior control was not, as the standard deviation was greater than one.

According to Field (2009), the higher the mean value, the more impacts and Acc SDs greater than zero and equal to or less than one indicates that responses are satisfactory. This means that usefulness received a score of 4.1835, competence a score of 4.0550, accessibility a score of 4.0275, and confidence a score of 4.0092 out of the seven parameters of employee attitudes. In addition, other traits such as simplicity, trust, security, and confidences were determined to have a score of 3.8624 or above. Top management support had a mean value of 4.0183, stakeholders influence had a mean value of 3.9908, customer acceptance had a mean value of 3.8807, superior influence had a mean value of 3.8349, and coworkers influence had a mean value of 3.8532 in terms of subjective normative qualities. Perceived behavior control, availability of IT knowledge, and availability of IT policy all scored 4.0183 mean values, while perceived behavior control scored 3.7798. Furthermore, the mean values for the POS machine were 2.9450, the network was 2.3670, and the presence of expertise was 2.6239. This section's mean score indicates that the higher the mean, the more impersonations on TMS adoption there are. In addition, as shown in Table 4.1, all TMS attributes exhibited mean values above standard.

Table 4: 1 Descriptive Statistics

Variable name	N	Min	Max	Mean	Std. Deviation
Independent Variable					
Accessibility	109	1.00	5.00	4.0275	.75103
Simplicity	109	1.00	5.00	3.9817	.86047
Usefulness	109	1.00	5.00	4.1835	.75969
Trust	109	1.00	5.00	3.9817	.81629
Competence	109	2.00	5.00	4.0550	.60606
Security	109	1.00	5.00	3.8624	.95712
Confidence	109	1.00	5.00	4.0092	.63092
Coworkers' influence	109	1.00	5.00	3.8532	.69156
Top management support	109	2.00	5.00	4.0183	.56078
Client acceptance	109	1.00	5.00	3.8807	.94990
Stakeholders influence	109	1.00	5.00	3.9908	.64543
Superior influence	109	1.00	5.00	3.8349	.85542
Availability of network	109	1.00	5.00	2.3670	1.13579
POS machines	109	1.00	5.00	2.9450	1.11251
Availability of IT policy	109	1.00	5.00	3.7798	.91649
Availability of expertise	109	1.00	5.00	2.6239	1.07831
Availability of IT knowledge	109	2.00	5.00	4.0183	.74513
Dependent Variable					
IT resources	109	1.00	5.00	2.5321	1.02351
IT training	109	1.00	5.00	3.2110	1.09775
Services delivery	109	1.00	5.00	4.0642	.67048
Simplified monitoring	109	2.00	5.00	4.0000	.66667
Openness	109	1.00	5.00	4.1284	.91389
Record keeping	109	1.00	5.00	4.3211	.88066
Increased fine	109	1.00	5.00	4.1376	.91760
Electronic directives	109	1.00	5.00	4.4128	.76025
Fine payments	109	1.00	5.00	4.3394	.95472

Source: Researcher, (2021)

4.3 Multivariate Analysis: Multiple Regression Analysis

4.3.1 Influence of Employee Attitude on Traffic Management System Adoption

Following the discovery of the VIF, which was confirmed to be within the permissible range of less than 10, regression analysis was performed. EA1, EA2, EA3, EA4, and EA7 revealed a positive significant link with TMS, unlike EA5 and EA6. For instance, the influence of EA1 was *(β = .842, p = .000*) which portrays a positive significant influence on TMS adoption since *p value was less than 0.05.* In addition, the value of EA2 was *(β =.679, p = .000)* indicating a positive significant influence on TMS adoption because p values were

less than 0.05. However, EA5 had a value of *(β =-.213, p = .107*) which demonstrates an insignificant relationship. Also EA6 had a value of *(β = -.044, p = .678*) which indicates a negative insignificant association with TMS; therefore, these attributes do not influence the adoption of TMS and as further revealed, EA has a positive significant contribution to TMS adoption with (.701, *p* = .000) , as evidenced by the p value of less than 0.05. This implies that employee's attitude has positive and significant influence on TMS adoption as detailed in Table 4.2 below. The researchers recommend that items EA5 and EA6 should not be involved in TMS adoption owing to their insignificant contribution.

Table 4.2: Influence of Employees Attitudes on Traffic Management System Adoption

Variable	**Standardized Coefficient**	**Sig**
(Constant)	15.800	.000
Accessibility (EA1)	.842	.000
Simplicity (EA2)	.679	.000
Usefulness (EA3)	.322	.001
Trust (EA4)	.417.	.004
Competence (EA5)	-.213	.107
Security (EA6)	-.044	.678
Confidence (EA7)	.330	.000
Employee Attitude (EA)	**.658**	**.000**

Dependent Variable: TMSA
Source: Researcher, 2021)

4.3.2 Influence of Subjective Norms on Traffic Management System Adoption

The researcher anticipated that H2: Subjective norms have a positive a significant influence on traffic management system adoption. Multiple regression analysis was used to examine the above-mentioned hypothesis. The findings show a positive and significant association between subjective norms and the adoption of traffic management systems. The findings reveal that four subjective norms variables have a substantial impact on TMS adoption. SN1, SN3 and SN5 have a positive significant relationship with TMS while SN2 and SN4 had an insignificant relationship. Findings show that SN1 influence TMS adoption because *(β = .679, p = .000)* which shows positive and significant influence on TMS adoption since *p value was less than 0.05.* In addition, SN2 has a negative contribution because its value was *(β =-173, p = .063)* indicating a negative and insignificant influence on TMS adoption because p values were greater than 0.05. Also, SN3 had values of *(β =.633, p = .000)* which shows a positive and significant relationship with TMS adoption, meanwhile SN4 has a positive but insignificant contribution *(β =*.111, *p = .123*) to TMS adoption. Additionally, SN5 was found having positive and significant contribution on TMS adoption with *(.159, p = .050*) this is because p value was less than 0.05. But the contribution of SN5 was found minimum since the positivity level and significant level was low. After determining the impact of each subjective norm attribute on TMS adoption, data show a positive association between SN and TMS adoption (.679, p =.000). This suggests that subjective norms have a considerable and favorable impact on TMS uptake as detailed in table 4.3. Because SN2 and SN4 have no bearing on TMS adoption, they should be disregarded during TMS adoption.

Table 4.3: The Influence of Subjective Norms on Traffic Management System Adoption

Variable	Standardized coefficient	Sig
(Constant)	11.525	.000
Coworkers' influence (SN1)	.679	.000
Top management support (SN2)	-.173	.063
Client acceptance (SN3)	.633	.000
Stakeholders influence (SN4)	.111	.123
Superior influence (SN5)	.159	.050
Subjective Norms (SN)	**.679**	**.000**

Dependent Variable: TMSA
Source: Researcher, (2021)

4.3.3 Influence of Perceived Behavior Control on Traffic Management System Adoption

The study postulated that perceived behavior control has a favorable and significant influence on traffic management system adoption. multiple regression analysis was used to examine the above-mentioned hypothesis. The findings show that perceptions of behavior control have a significant impact on traffic management system acceptance. The results reveal that three aspects of perceived behavior control namely; PBC2, PBC3 and PBC5 have a considerable impact on TMS adoption unlike PBC4 and PBC1 which has an insignificant relationship. Findings show that PBC2 influence TMS adoption as evidenced by its value of *(β* = .474*, p = .000*) which shows a positive and significant influence on TMS adoption since *p value was less than 0.05.* Also, PBC5 had a value of *(β*=.449*, p = .000*) which illustrates a positive and significant relationship with TMS adoption. These variables should be encouraged in efforts to adopt TMS. Controversially, however, PBC1 had a negative and insignificant contribution with a value of *(β* =-.158*, p = .061*) and PBC4 *(*. -.080*, p = .530*) also has a negative and insignificant contribution, this is because p value was above 0.05. Generally, PBC has positive and significant contribution with TMS adoption with *(*.435*, p = .000*). This means that perceived behavior control has a significant and positive influence on TMS adoption as portrayed in Table 4.4. Additionally, PBC1and PBC4 should be dropped since they have negligible influence on TMS adoption.

Table 4.4: Influence of Perceived Behavior Control on Traffic Management System Adoption

Variable	Standardized coefficient	Sig
(Constant)	16.775	.000
Availability of network (PBC1)	-.158	.061
POS machines (PBC2)	.474	.000
Availability of IT policy (PBC3)	.235	.008
Availability of expertise (PBC4)	-.080	.530
Availability of IT knowledge (PBC5)	.449	.000
Perceived Behavior Control (PBC)	**.435**	**.000**

Dependent variable TMSA

Source: Researcher, (2021)

4.3.4 Model Specification

Regression analysis was found to be appropriate for both dependent and independent variables that were measured using 5-point Likert scales. Multiple linear models were built in this investigation, which was a good fit as detailed below:

$$TMSA = \beta o + \beta 1EAi + \beta 2SNi + \beta 3PBCi + Ei$$

Where;

TMSA	=	Traffic management System adoption
EA	=	Employees attitudes
SN	=	Subjective norms
PBC	=	Perceived behaviour control
E	=	Error term
i	=	Respondents
β	=	Parameter to be estimated

Finally, as shown in Tables 4.10- 4.12, one independent variable, namely employee attitudes, subjective norms, and perceived behavior control, has a positive link with TMS adoption.

4.3 Discussion of Findings

4.4.1 Influence of Employees Attitudes on Traffic Management System Adoption

The study analyzed the influence of employee attitudes on TMS adoption among police personnel. Table 4.10 shows that there is indeed a positive and significant link between employee attitudes and TMS adoption among police officers, as evidenced by the p-values which were discovered to be less than 0.05. The data findings suggest that employee attitudes have an impact on TMS adoption among police officers. This is because employee attitudes were discovered with (.658, p =.000), and P-values less than 0.05. The findings of this study show that employees' attitudes have a positive and significant influence on the adoption of traffic management systems in the Iringa Municipality; thus, the hypothesis was accepted.

These findings suggest that staff attitudes play a role in TMS adoption by police forces. This is owed to the fact that employee attitudes in terms of accessibility, simplicity, perceived usefulness, trust, and confidence have positive and significant effects on traffic management system adoption for staff at the Iringa Municipal Police Force. Competence and security, however have minimal impact on TMS adoption. Employees can make effective and efficient use of the traffic management system by adjusting these variables. As a result, the ease with which personnel may access and understand traffic management systems (TMS) encourages adoption. Furthermore, adopting a traffic management system strengthens the trust of clients who require police services. These procedures including the use of an electronic management

system boost traffic confidence and competence by eliminating the possibility of customer corruption. Furthermore, accessibility of electronic machines its simplicity on using traffic management's system adoption increases fine collection and thus government revenue.

Sang et al., (2009) investigated the relationship between electronic governance and online engagement through citizen interaction with government through web portals. He came to the conclusion that attitudes are a key tool in the adoption of electronic government as a result of his research. Furthermore, the findings are consistent with those of Enrique et al., (2017), who conducted a study in Indonesia to examine the association between technological acceptance characteristics and the intention to adopt e-government transformation. This was a quantitative study with a survey questionnaire used to collect data. During data analysis, structural equation modeling was used, and the findings suggested that employee attitude was a key factor in e-government transformation and adoption in Indonesia.

In a similar vein, the findings of this study are linked to the decomposed behavior theory. For example, Sang et al., (2009) found that an individual's behavioral beliefs have a direct influence on their attitude for adopting something new or behavior, in reference to the theory of decomposed behavior in relation to employee's attitude. That is to say, if employees have a positive attitude toward their conduct or adopting new things, it is predicted that they will have a positive attitude toward their behavior or adopting new things, resulting in a desirable outcome. As a result, employee attitudes play a prime role in the implementation of an electronic management system in the police force. This finding supports the notion that good employee attitudes toward the usage of electronic tools are essential for the improvement of traffic management system adoption and use in order to maximize their efficacy.

4.4.2 Influence of Subjective Norms on Traffic Management System Adoption

The primary goal of this research was to analyze the impact of subjective standards on the adoption of a traffic management system. Subjective norms have a positive and considerable influence on traffic management system acceptance, according to the findings of a multiple regression analysis. This is because its (.679, p =.000) P - values were less than 0.05, as shown in Table 4.11. Coworkers' influence, customer acceptance, and superior influence all have a considerable impact on TMS adoption, however top management's support and stakeholders' influence have a negligible impact.

These data suggest that subjective norms have an impact on TMS uptake. This means that traffic police coworkers assist one another in using the traffic management system. Furthermore, clients/customers, such as drivers, are adaptable to the traffic management system. Road safety stakeholders such as the safety committee/LATRA and the TRA, on the other hand, have an impact on the adoption of traffic management systems. All of these factors contribute to the police force's use of traffic management systems.

This study supports prior research, such as Shareefet al., (2011), who found that subjective norms have an impact on e-government adoption. According to their findings, subjective

norms aid in the adoption of electronic government and should be fostered at work. That indicates that subjective norms must be applied in order to implement electronic government systems such as traffic management systems. This finding is also linked to the deconstructed theory of planned behavior, which claims that subjective norms are necessary for the acceptance of e-government system services (Ranaet al., 2015). The decomposition theory of planned behavior is an efficient tool for electronic system adoption.
Similarly, the current study coincides with Yu et al. (2010), who argue that subjective norms are an important instrument for the adoption of electronic government systems. As a result of the findings, the traffic management team should enforce the application of subjective norms in order to improve TMS adoption and efficacy in the Police Force.

4.4.3 Influence of Perceived Behavior Control on Traffic Management System Adoption.

The impact of perceived behavior control on Traffic Management System adoption was studied in this research. Multiple regression analysis was used to investigate the link, and the results demonstrate a negative and negligible relationship, as shown in Table 4.16. This is because the results of regression analysis show (.435, p =.000), indicating that the p values observed are less than 0.05, which is above the threshold level for a meaningful association. This suggests that the regulation of perceived behaviors has an impact on the adoption of traffic management systems. The POS machine, the availability of IT policy, and the availability of IT knowledge are all variables that have a significant impact on TMS adoption. Availability of network however has a negligible link with the availability of knowledge.

Furthermore, in the Police Force, perceived behavior management should be viewed as a critical necessity that must be encouraged in order to ensure employee commitment to the electronic government system. This is due to a lack of focus on achieving better results in the adoption of traffic management systems. However, all attributes of perceive behavior control, such as the availability of network facilitating the adoption and use of the traffic managements system, the availability of digital resources (POS machines) enhancing the use of traffic managements system, the availability of IT government policy and regulation influence, and the presence of a specific person (expertise) and required knowledge for using this traffic managements system, had minimal effects on TMA adoption. According to descriptive analysis, only the availability of IT knowledge and the availability of IT policy scored 4.0183 and 3.7798 mean values, respectively, among the five indicators of perceived behavior control. Other variables with low mean values included the presence of a POS machine (2.9450), the presence of a network (2.3670), and the presence of competence (2.6239). This finding suggests that these dimensions had no effect on TMS adoption in the police force.

Furthermore, it appears that, in addition to these dimensions not being well practiced, there may be other dimensions not examined in this study that are essential in the adoption of traffic management systems in police forces. These factors may have a greater impact on the link between perceived behavior control and TMS uptake. future studies should analyze other factors that affect the influence of perceived behavior control on TMS adoption in the police

force that were not included in this study in order to expound the understanding of the construct of perceived perceived behavior control on TMS adoption. However, IT knowledge, IT policy, POS machine, network, and competence by themselves are unable to explain the predictive potential of perceived behavior control on TMA adoption in police forces.

The current study's findings contradict those of Ranaet al., (2015), who investigated citizen adoption of the electronic government system and found that perceived behavior control facilitates the adoption and use of the technology. Furthermore, the research findings contradict claims given by Budjianto and Hangjung (2009) that facilitating conditions such as perceived behavior control increase the use of electronic government systems.

The key insight from the current study's findings and discussion is that perceived behavior control has a positive and significant impact on TMS adoption. As a result, when other factors are taken into account and merged with IT knowledge, the study finds that IT policy, POS machine, network, and expertise may adequately explain the considerable impact of perceived behavior control on TMS adoption.

5 Implications of the Findings

5.1.1Theoretical Findings

Following the analysis and validation of the major construct and indicator variable on measuring the decomposed theory of planned behavior, the findings of this study aid in altering the theory in the context of electronic government system adoption in Tanzania in the perspective of the police force. This means that employee attitudes, subjective norms, and Perceived Behavior Control should all play a significant role in encouraging TMS adoption.

5.1.2 Managerial Implication: This study will aid the Ministry of Home Affairs, which is in command of the police force, leaders, and personnel, in understanding the relationship between the study's major premise and the deployment of an electronic government system. Knowing these circumstances can help develop strategies for effective and efficient electronic government system adoption, such as increasing network availability and expertise, as well as training employees on the benefits of the Traffic Management System, which will ultimately improve police force performance. The applicability of these constructs will improve service delivery to consumers.

5.1.3 Policy Maker: The findings of this study contribute to a greater comprehension of the factors that influence the adoption of electronic government systems in Tanzania. Findings on each component of employee behavior intention, such as employee attitude, subjective norms, and perceived behavior control, are critical for the law enforcement policy and its review.

6. Recommendations

This research focused on the role of employee behavior in the adoption of electronic government systems in Tanzania, specifically in the police force. All aspects of Employee Behavior Intention had a substantial impact on TMS adoption in the Tanzania Police Force, according to the findings. As a result, these characteristics should be enforced to significantly improve performance. Contrary to popular belief, a few items related to employee attitudes, subjective norms, and perceived behavior control that were determined to have negligible impact on TMS adoption should be eliminated.

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Effects of Human Resources Practices on Employees Performance in Tanzania. A case of Iringa Urban Water Supply and Sanitation Authority (IRUWASA)

Silver Nyato[1], Alex Juma Ochumbo[2], Alberto Ndekwa[3]

[1]MBA student, Ruaha Catholic University