SCHOOL OF LIBRARY ARCHIVES, AND DOCUMENTATION STUDIES (SLADS) BAGAMOYO

A RESEARCH REPORT ON

ASSESSMENT OF THE STAFF COMPETENCY IN DIGITAL RECORDS MANAGEMENT AND SERVICE DELIVERY. CASE STUDY

MINISTRY OF LANDS, HOUSING AND HUMAN SETTLEMENTS DEVELOPMENT.

BY

Ibrahimu Mdachi Jaribu.

A research report to be submitted at the School of Library Archives and Documentation Studies (SLADS) seeking approval to undertake a study as a partial fulfillment of the requirement for the award of Ordinary Diploma in Records and Archives Management.

2026

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CERTIFICATION

The undersigned certifies that he/she has read and hereby recommends for acceptance by the School of Library, Archives and Documentation Studies (SLADS), a research Report entitled, **"Staff Competency in Digital Records Management and Service Delivery: A Case Study of the Ministry of Lands, Housing and Human Settlements Development** "In partial fulfillment of the requirements for the award of Ordinary Diploma in Records and Archives Management.

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DEDICATION

This research report is dedicated to my parents, family members, friends, and all people who supported and encouraged me throughout my academic journey. Their moral support, guidance, and encouragement contributed greatly to the successful completion of this study.

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LIST OF ABBREVIATIONS

ABBREVIATION	MEANING
DBMS	Database Management System
DRMS Digital	Records management system
ESARBICA	Eastern and southern branch of the international council on archives
HRMIS	Human Resource Management information system
ICT	Information and Communication Technology
ISO	International Organization for Standardization
IRMT	International records management trust
LGRCIS	Local Government Revenue Collection Information System
RAM	Records and Archives Management
SLADS	School of Library, Archives and Documentation Studies
SPSS	Statistical Package for Social Sciences
URT	United Republic of Tanzania
UNESCO	United Nations Educational, Scientific and Cultural Organization

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ABSTRACT

This study examined staff competency in digital records management and service delivery at the Ministry of Lands, Housing and Human Settlements Development. The specific objectives of the study were to assess staff competency in digital records management practices, examine the influence of digital records management practices on service delivery, and identify the challenges affecting digital records management practices within the ministry.

The study adopted a descriptive research design and employed a mixed research approach. A sample of 40 respondents comprising records officers, ICT officers, administrative officers, and other employees was selected using purposive and simple random sampling techniques. Data were collected through questionnaires, interviews, observation, and documentary review. Quantitative data were analyzed using frequencies and percentages, while qualitative data were analyzed through thematic analysis and presented descriptively.

The findings revealed that most employees possessed adequate competencies skills required for effective digital records management, digital records management practices have a positive influence on service delivery within the ministry. However, the study identified several challenges affecting effective digital records management practices, including inadequate staff training, insufficient ICT infrastructure, unreliable internet connectivity, and limited technical support. These challenges hinder the effective use of digital records systems and affect the quality-of-service delivery.

The study recommends that the ministry should provide continuous training programmed on digital records management, improve ICT infrastructure, strengthen internet connectivity, and provide adequate technical support for digital systems.

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TABLE OF CONTENTS

CERTIFICATION i

DECLARATION AND COPYRIGHT ii

ACKNOWLEDGEMENT iii

DEDICATION iv

LIST OF ABBREVIATIONS v

ABSTRACT vi

LIST OF TABLES xiii

LIST OF FIGURES xiv

CHAPTER ONE 1

INTRODUCTION AND BACKGROUND OF THE STUDY 1

1.0 Introduction 1

1.1 Background of the study 1

1.2 Statement of the problem 3

1.3 Research objectives 4

1.3.1 General objectives 4

1.4 Research questions 5

1.5 Significance of the Study 5

1.6 Scope and limitation of the study 6

1.6.1 Scope of the Study 6

1.6.2 Limitations of the Study 6

1.7 Definition of Key Terms 7

1.7.1 Record 7

1.7.2 Records Management 7

SLADS Research Hub · SLADS/2026/00007 · repository.slads.sc.tz

1.7.3 Digital Records....7
1.7.4 Digital Record Keeping System....8
1.7.5 Legal and Regulatory Requirements....8
1.7.6 Staff Competency....9
1.7.7 Service Delivery....9
CHAPTER TWO....10
LITERATURE REVIEW....10
2.0 Introduction....10
2.1 Overview of Digital Records Management....10
2.2 Staff Competency in Digital Records Management....12
2.3 Existing Digital Records Management Practices in ministry of land, housing and human settlement development....13
2.4 Challenges facing ministry of land, housing and human settlement development in managing digital records....14
2.5 Theoretical Framework....14
2.5.1 The Records Continuum model....15
Figure 2.1 Records continum theory....16
2.5.2 Applicability of the Records Continuum Theory to the Study....17
2.6 Empirical Literature Review....18
2.6.1 Staff Competency and Digital Records Management....18
2.6.2 Digital Records Management Practices in Municipal Council....19
2.6.3 Digital Records Management Practices and Service Delivery....20
2.7 Conceptual Framework....20
Figure 2.2 Conceptual framework....22

SLADS Research Hub · SLADS/2026/00007 · repository.slads.sc.tz

2.8 Research Gap 22
CHAPTER THREE 24
RESEARCH METHODOLOGY 24
3.0 Introduction 24
3.1 Research Approach 24
3.2 Research Design 25
3.3 Study Area 25
3.4 Target Population 26
3.5 Sample Size and sampling Techniques 26
3.5.1 Sample size 26
3.5.2 Sampling Technique 27
3.5.2.1 Convenience Sampling Technique 27
3.5.2.2 Simple Random Sampling Techniques 28
3.6 Data Collection Methods 28
3.6.1 Secondary data 28
3.6.1.1 Documentary Review Methods 29
3.6.2 Primary data 29
3.6.2.1 Questionnaire Methods 29
3.6.2.2 Interview Methods 30
3.6.2.3 Observation Methods 30
3.7 Data Collection Instruments 31
3.7.1 Questionnaire Guide 31
3.7.2 Interview Guide 31
3.7.3 Observation Checklist 32

SLADS Research Hub · SLADS/2026/00007 · repository.slads.sc.tz

3.8 Data quality control....32
3.8.1 Validity....32
3.8.2 Reliability....33
4.0 Ethical Considerations....33
CHAPTER FOUR....34
DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS....34
4.0 Introduction....34
4.1 Response Rate....34
4.2 Demographic Characteristics of Respondents....35
4.2.1 Gender of the Respondents....35
Figure 4.1 Distribution of Respondents by gender (n=36)....36
4.2.2Age of the Respondent....37
Figure 4.2 Distribution of Respondents by Age Group (n=36)....37
4.2.3 Educational Level of the Respondent.....38
Figure 4.3 Distribution of Respondents by Education Level (n= 36)....39
4.2.4 Work Experience of the Respondent....40
Table 4.1 Distribution of Respondents by Work Experience (n = 36)....40
4.3 Staff Competency in Digital Records Management Practices....41
4.3.1Digital Literacy Skills of Respondents....41
Table 4.2 Digital literacy skills of Respondents (n=36)....42
4.3.2 Training in Digital Records Management....43
Table 4.3 Training in Digital Records Management (n=36)....43
4.4To Examine the influence of Digital Records Management Practices and Service Delivery....44

SLADS Research Hub · SLADS/2026/00007 · repository.slads.sc.tz

Table 4.4 Influence of Digital Records Management on Service Delivery (n=36) 45
4.5 Challenges Affecting Digital Records Management Practices 46
Table 4.5 Challenges Affecting Digital Records Management Practices (n=36) 47
CHAPTER FIVE.....49
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....49
5.0 Introduction.....49
5.1 Summary of the Study.....49
5.1.1 To Assess Staff Competency in Digital Records Management Practices at the Ministry of Lands, Housing and Human Settlements Development.....50
5.1.2 To Examine the Influence of Digital Records Management Practices on Service Delivery at the Ministry of Lands, Housing and Human Settlements Development.....50
5.1.3 To Identify Challenges Affecting Staff Competency in Digital Records Management Practices at the Ministry of Lands, Housing and Human Settlements Development. 51
5.2 Implications of the Findings 51
5.3 Conclusion 52
5.4 Recommendations.....52
5.4.1 Continuous Staff Training and Capacity Building.....52
5.4.2 Improvement of ICT Infrastructure.....53
5.4.3 Strengthening Internet Connectivity and Technical Support.....53
5.4.4 Strengthening Digital Records Management Policies and Monitoring 53
5.4.5 Allocation of Adequate Financial Resources.....54
5.5 Areas for Further Studies 54
REFERENCES.....55

SLADS Research Hub · SLADS/2026/00007 · repository.slads.sc.tz

APPENDICES 60
APPENDIX I 60
QUESTIONNAIRE FOR EMPLOYEES 60
APPENDIX II 64
INTERVIEW GUIDE 64
APPENDIX III 65
OBSERVATION CHECKLIST 65
APPENDIX IV 66
RESEARCH WORK PLAN SCHEDULE/ TIME FRAME 66
APPENDIX V 67
RESEARCH BUDGET TABLE 67
APPENDIX V1 68
APPROVAL LETTER 68

SLADS Research Hub · SLADS/2026/00007 · repository.slads.sc.tz

LIST OF TABLES

Table 4.1 Distribution of Respondents by Work Experience (n = 36) ---------- 40
Table 4.2 Digital literacy skills of Respondents (n=36)---------- 42
Table 4.3 Training in Digital Records Management (n=36)---------- 43
Table 4.4 Influence of Digital Records Management on Service Delivery (n=36) ------ 45
Table 4.5 Challenges Affecting Digital Records Management Practices (n=36)--------- 47

SLADS Research Hub · SLADS/2026/00007 · repository.slads.sc.tz

LIST OF FIGURES

Figure 2.1 Records continum theory.....16
Figure 2.2 Conceptual framework.....22
Figure 4.1 Distribution of Respondents by gender (n=36) 36
Figure 4.2 Distribution of Respondents by Age Group (n=36) 37
Figure 4.3 Distribution of Respondents by Education Level (n= 36).....39

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 Introduction

This chapter provide an overview of the research that consist of background of the study, statement of the problem, Research objectives, Research questions, significance of the research, scope and limitation of the study and the definition of the key terms.

1.1 Background of the study

The International Standard Organization (ISO, 2016) describes records as Information created, received and maintained as evidence and information by Organization or person, in pursuance of legal obligations or in the transaction of Business. ISO (2016) defines records management as the field of management Responsible for the efficient and systematic control of the creation, receipt, Maintenance, use and disposition of records. Records can be physical or electronic entities. In physical form, records are tangible due to their media as they use such things like pieces of paper. In contrast, when in electronic format, Records are intangible. According to Smallwood (2013) and ICA (2021), electronic records are those created with the support of computer technology. The paradigm shift from paper and analogy to electronic records management began from the late 1950s to 1970s with the adoption and utilization in managing records (Schoenherr, 2014) and World Bank (2021). In worldwide digital records management is recognized as essential for modern governance and effective public service delivery, (Luciana Duranti, 2010; Shepherd, 2019). Governments are increasingly digitizing records and systems to streamline operations, enhance accessibility, and reduce transaction times (Wanjiru, 2022; International Records Management Trust findings). However, successful digital records systems rely on staff with adequate competencies in ICT, digital tools, and records management standards (Asogwa, 2013; Mutsagondo & Ngulube, 2018). Despite

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high expectations, many countries face challenges related to insufficient training, lack of policy frameworks, and inadequate infrastructure to support digital records management (Kemoni, 2009; ESARBICA region studies). In developing countries, these gaps are more pronounced due to limited resources and competing administrative priorities.

However, in East and Southern Africa region, studies have revealed that public organizations struggle to integrate digital records management with service delivery due to a lack of staff competencies, inadequate readiness, and limited policy support (Kemoni, 2009; ESARBICA Journal). Specifically, in Tanzania, research highlights that e-records management readiness is low, staff often lack the required digital records knowledge and skills, and implementation frameworks are weak (Newa & Mwantimwa, 2019; Kamatula, 2018)Apart from East and southern Africa in Tanzanian ministry of land and other public offices have documented challenges including poor systems, insufficient training opportunities, limited ICT infrastructure, and weak application of legal and regulatory frameworks for records management (Rutta & Ndenje, 2021) and (United Nation 2022, NARA, 2023). Moreover, research in Tanzanian public universities shows low attendance of recordkeeping and digital records training among staff, directly impacting service delivery efficiency (Kavishe & Garaba, 2025). Specifically, studies involving Tanzania's local government authorities indicate that electronic records management practices are not fully integrated into administrative functions due to skill gaps, lack of IT support, and organizational resistance in Ministries (Pessa, 2014; Newa & Mwantimwa, 2019). These contextual issues demonstrate the need to investigate the competency levels of records staff in Ministry of Lands, Housing and Human Settlements Development an area where empirical evidence is currently limited but crucial for improving service outcomes.

Effective digital records management plays a critical role in enhancing service delivery in public institutions by ensuring timely access to accurate information, supporting informed decision-making, and promoting transparency and accountability (Shepherd, 2019; Wanjiru, 2022; Robert F. Smallwood 2013). Poorly managed digital records can result in delays in service provision, loss of critical information, duplication of work, and reduced

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citizen satisfaction (Asogwa, 2013). Therefore, staff competency in managing digital records is a key determinant of service delivery performance in ministry of land. In the context of digital records management, staff competency refers to the combination of knowledge, technical skills, professional attitudes, and legal awareness required to effectively create, manage, preserve, and retrieve digital records throughout their life cycle (Mutsagondo & Ngulube, 2018). These competencies include ICT proficiency, understanding of records management standards, ability to use electronic records management systems, and compliance with legal and policy requirements.

1.2 Statement of the problem

Public sector organizations are expected to maintain reliable, accurate, and accessible information systems that support efficient service delivery, transparency, and accountability. In an ideal situation, staff responsible for handling information possesses adequate competencies, including technical skills, professional knowledge, and awareness of established standards and policies, Duranti, (2018) and Mwantimwa, (2024). International best practices emphasize that competent personnel are central to the effective management of electronically generated information, ensuring timely access, data security, and continuity of government services (ISO, 2016: ARMA, 2020). When staff competencies were aligned with technological systems, public institutions are better positioned to deliver quality services to citizens efficiently and consistently. In construct poorly managed information systems may also expose institutions to security risks and legal non-compliance, further undermining organizational performance (Mnjama, 2018; ISO, 2016).

Despite the adoption of information and communication technologies within public institutions, many local government authorities continue to experience challenges related to staff capability. Studies indicate that employees often lack sufficient training, technical expertise, and professional understanding required to effectively handle electronically created information. In developing country contexts, limited capacity-building programs, inadequate institutional support, and resistance to change have constrained effective

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utilization of information systems (IRMT, 2017; Shepherd & Yeo, 2019). In Tanzania, empirical evidence reveals that ministry of land face persistent gaps in staff competence, resulting in improper handling, poor organization, and limited accessibility of information needed for daily operations (Mnjama & Wamukoya, 2017)

The gap between expected standards and actual practice has significant implications for service delivery in local government authorities. Inadequate staff competence contributes to delays in decision-making, loss or misplacement of vital information, weak accountability mechanisms, and reduced public trust (ISO, 2016; Babbie 2021)). In ministry of land, these challenges directly affect the quality, timeliness, and reliability of services provided to citizens, limiting the effectiveness of public administration reforms and development initiatives (World Bank, 2021; Bell, 2022). Although previous studies have examined information handling practices within public institutions, limited attention has been given to assessing staff competence as a key determinant of effective service delivery at the municipal level. Likewise, there are insufficient empirical studies that provide evidence on focusing how staff skills and knowledge influence the use of electronically supported information systems within local government authorities particularly Ministry of Lands, Housing and Human Settlements Development. Due to this, it raises the question about how these ministries of land manage their digital records that could support a better service delivery. This gap necessitates assessing the staff competence in digital records management ad service delivery at Ministry of land housing and human settlement development

1.3 Research objectives

1.3.1 General objectives

Assessment of staff competence in digital records management and service delivery at ministry of land housing and human settlement development.

1.3.2 Specific objectives

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i. To evaluate the current level of digital literacy and skills among staff in managing digital records and service delivery at ministry of land housing and human settlement development.
ii. To examine the existing digital records management practices in managing digital records and service delivery at ministry of land housing and human settlement development.
iii. To identify the challenges faced by staff in implementing digital records management and service delivery at ministry of land housing and human settlement development.

1.4 Research questions

i. What is the level of digital literacy and skills among staff in managing digital records and supporting service delivery at Ministry of Lands, Housing and Human Settlements Development?
ii. What digital records management practices are currently in place to support effective service delivery at Ministry of Lands, Housing and Human Settlements Development?
iii. What challenges do staffs face in implementing digital records management for improved service delivery at Ministry of Lands, Housing and Human Settlements Development?

1.5 Significance of the Study

The study provided empirical evidence on existing staff competencies and gaps in digital records management. The finding was assisted ministry management in improving training programs, strengthening compliance with records management standards, and enhancing operational efficiency. Improved staff competency supports better organization of digital records, which was essential for timely service delivery and institutional accountability, the study also contributed to support national initiatives aimed in strengthening digital governance and public sector reforms. Furthermore, the study was

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informed policy makers in the formulation of policies related to staff capacity building, implementation of good service delivery at Ministry of land housing and human settlement development. Moreover, the study was added to professional knowledge by demonstrating how staff competency directly affects digital records management practices and service delivery outcomes. It served as a reference for practitioners seeking to improve records management programs in public institutions, the study was contributed to existing literature on digital records management by providing localized empirical evidence from a ministry of land context. Lastly the study served as a foundation for further research on staff competency, information governance, and public service delivery in Tanzania particularly Ministry of Lands, Housing and Human Settlements Development and similar environments.

1.6 Scope and limitation of the study

1.6.1 Scope of the Study

The study focused on assessing staff competency in digital records management and service delivery at Ministry of Lands, Housing and Human Settlements Development. This study was involved all employees responsible for creating, processing, capture, storing, and using digital records across selected departments. The study was examining competencies related to technical skills, knowledge of records management principles, awareness of policies, and use of digital systems. The geographical scope was limited to Ministry of Lands, Housing and Human Settlements Development, and the study does not cover other municipal councils or private organizations.

1.6.2 Limitations of the Study

The study expected to face several limitations such as Time and financial constraints may limit the sample size and the extent of data collection. Some staff may be hesitant to provide accurate responses due to fear of evaluation or institutional pressure. Additionally, variations in digital infrastructure and system availability across departments may

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influence the consistency of findings. Despite these challenges, the study was applied appropriate research methods, ethical considerations, and data validation techniques to enhance the reliability and credibility of the results.

1.7 Definition of Key Terms

1.7.1 Record

A record refers to information created, received, and maintained by an organization or individual as evidence of business activities, transactions, or decisions. Records serve as reliable proof of actions taken and obligations fulfilled, and they support accountability, transparency, and continuity of operations, (ISO, 2016; Cohen, 2018). Records may exist in various formats, including paper, digital, audio, or visual forms, and they must retain essential characteristics such as authenticity, reliability, integrity, and usability to be considered valid evidence (Duranti, 2018).

1.7.2 Records Management

Records management is a systematic and structured process that controls record from their creation or receipt through active use, maintenance, storage, and final disposition, either through destruction or archival preservation. This process ensures that records remain authentic, reliable, complete, and usable throughout their life cycle (Shepherd & Yeo, 2019). In the context of public organizations, records management establishes policies, procedures, systems, and standards that govern how records are handled. It also promotes accountability and transparency by ensuring that records are accessible when needed while being protected from unauthorized access, loss, or misuse (IRMT, 2017).

1.7.3 Digital Records

Digital records are records created, received, stored, and maintained in electronic form and require digital technologies for their access, management, and preservation. These records may include emails, databases, electronic forms, scanned documents, and records

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generated by information systems (ISO 15489-1, 2016). Unlike traditional paper records, digital records are vulnerable to technological obsolescence, system failure, and security threats. Therefore, they require appropriate metadata, security controls, and preservation strategies to maintain their integrity and long-term usability. When properly managed, digital records enhance efficiency and improve service delivery in public institutions (Duranti, 2018; Flick 2018).

1.7.4 Digital Record Keeping System

A Digital Record Keeping System (DRKS) refers to an organized system used to create, capture, manage, store, retrieve, and preserve records in electronic form throughout their life cycle. These systems ensure that digital records remain authentic, reliable, usable, and secure for as long as they are required by the organization (ISO 15489-1, 2016; Hair, 2019). Digital record keeping systems often include tools such as Electronic Records Management Systems (ERMS), databases, document management systems, and backup and preservation technologies. When effectively used, these systems reduce record loss, duplication, and unauthorized access while improving operational efficiency and service delivery (Kemoni, 2009).

1.7.5 Legal and Regulatory Requirements

Legal and regulatory requirements refer to the laws, regulations, policies, standards, and guidelines that govern how records should be created, managed, accessed, retained, and disposed of within an organization. In digital records management, these requirements ensure that electronic records are managed in a way that supports legal admissibility, accountability, transparency, and compliance (Ngoepe, 2017). In the public sector, adherence to legal and regulatory requirements is essential for good governance, as failure to comply may lead to poor service delivery, loss of public trust, and legal liabilities. International standards such as ISO 15489 emphasize that records management systems must be aligned with applicable laws and regulations to ensure proper control of both paper and digital records (ISO 15489-1, 2016; IRMT, 2018).

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1.7.6 Staff Competency

Staff competency refers to the combination of knowledge, technical skills, experience, and professional attitudes that enable employees to perform their duties effectively. In digital records management, staff competency includes the ability to use digital record-keeping systems, apply records management principles, comply with legal and regulatory requirements, and protect records from security risks (Mnjama, 2018; Kumar 2019). Competent staff are essential for the successful implementation of digital records management systems, as they ensure records are accurately

1.7.7 Service Delivery

Service delivery refers to the processes and mechanisms through which public institutions provide services to citizens in an efficient, timely, transparent, and accountable manner. Effective service delivery depends on the availability of accurate and accessible records, which support informed decision-making and responsiveness to public needs (URT, 2020; NARA, 2023). In government organizations, improved service delivery is closely linked to the adoption of digital systems and good records management practices. Properly managed records enable institutions to reduce delays, minimize errors, enhance transparency, and improve public trust in government operations (World Bank, 2021).

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews existing literature related to Staff competency in digital records management practices and service delivery in public institutions, with particular focus on Ministry of land. The purpose of the literature review was to establish a theoretical and empirical foundation for the study, identify key concepts, assess what has already been studied by other scholars, and highlight gaps that justify the current research. The chapter specifically discusses the overview of digital records management, the importance of digital records management practices, challenges facing ministry of land, housing, and human settlement development in managing digital records, and the research gap that the study seeks to address.

2.1 Overview of Digital Records Management

Digital records management refers to the systematic control of records that were created, received, maintained, and stored in electronic form throughout their life cycle. According to the International Organization for Standardization (ISO 15489-1:2016; Mertens, 2020), a record was defined as “information created, received, and maintained as evidence and as an asset by an organization or person, in pursuit of legal obligations or in the transaction of business.” This definition applies equally to records in digital formats. Shepherd and Yeo (2003) explain that digital records management involves policies, procedures, technologies, and human competencies designed to ensure the authenticity, reliability, integrity, and usability of electronic records over time. Unlike paper records, digital records were dependent on hardware, software, and human skills for their creation, access, and preservation. As a result, effective digital records management requires continuous control from the point of creation, (Duranti, 2010; Smallwood, 2013; Robson, 2016). Digital records management has become a critical component of modern public

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administration due to the rapid adoption of information and communication technologies (ICTs). According to ISO 15489-1 (2016), digital records management refers to the systematic control of records created, received, maintained, and used in electronic form throughout their life cycle to ensure authenticity, reliability, integrity, and usability. In public institutions, digital records serve as evidence of transactions, decisions, and service delivery activities, making their proper management essential for accountability and transparency, (Mnjama, 2018; Smallwood, 2013) argues that digital records management has become a central component of modern public administration due to the increased use of information and communication technologies (ICTs). Governments and local authorities now generate large volumes of emails, databases, scanned documents, and electronic forms that must be managed properly to support decision-making and accountability.

Despite these benefits, studies were indicated that many public institutions, particularly in developing countries, have implemented ICT systems without adequate consideration of records management requirements. Kemoni (2009) and Saffady (2016) observes that digital records are often created without proper classification, metadata, or retention controls, leading to information loss and inefficiencies. In the ESARBICA region, Mnjama and Wamukoya (2017) found that poor integration of records management into ICT initiatives undermines the effectiveness of digital governance efforts. In Tanzania, the government has introduced various electronic systems in public institutions, including local government authorities, to improve service delivery. However, research by Rutta and Ndenje (2021) indicates that digital records management practices remain weak due to limited staff capacity and inadequate enforcement of records management standards. This situation highlights the importance of competent personnel in ensuring that digital records systems support effective service delivery. In ministry of land, digital records management systems are used to support key functions such as revenue collection, human resource management, land administration, and service provision to citizens. According to Kemoni (2007), the transition from paper-based systems to digital systems in public institutions has improved information sharing but has also introduced new management

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challenges, especially in developing countries, Elizabeth Shepherd (2019). Therefore, digital records management was not merely a technical issue but a managerial and human capacity issue that requires competent staff, supportive policies, and reliable technological infrastructure.

2.2 Staff Competency in Digital Records Management

Staff competency refers to the combination of knowledge, skills, abilities, and attitudes that enable employees to perform their duties effectively. In the context of digital records management, staff competency includes records management knowledge, digital literacy, ICT skills, understanding of legal and policy frameworks, and ability to apply records management standards in electronic environments. According to Ngoepe (2017), competent staffs were a critical success factor in digital records management because they ensure proper creation, capture, classification, storage, retrieval, and preservation of digital records. Without adequate competency, even well-designed digital systems may be misused or underutilized. Asogwa (2013) and Sekaran (2020) further argues that lack of skilled personnel is one of the major barriers to effective electronic records management in developing countries. Studies show that many public institutions adopt digital systems without providing sufficient training to staff responsible for managing records. Kemoni and Ngulube (2007) note that inadequate training results in poor metadata assignment, inconsistent classification practices, and failure to follow retention schedules. These weaknesses compromise the authenticity and reliability of digital records. In ministry of lands, staff competency was particularly important because employees interact directly with records that support service delivery to citizens. Pessa (2014) observes that staffs that lack ICT and records management skills often rely on manual practices even when digital systems are available, leading to duplication of work and delays in service delivery. Therefore, building staff competency through training and continuous professional development is essential for effective digital records management.

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2.3 Existing Digital Records Management Practices in ministry of land, housing and human settlement development

Digital records management practices were essential for effective service delivery, transparency, accountability, and institutional memory in public organizations, Patrick Ngulube (2019). Well-managed digital records enable organizations to retrieve information quickly, make informed decisions, and provide services efficiently to citizens. According to ISO 15489 (2016), effective records management supports organizations by ensuring operational efficiency, legal compliance, risk management, and protection of rights. In ministry of lands, proper digital records management ensures that services such as licensing, permits, tax collection, and public complaints handling are delivered in a timely and accurate manner. Ngoepe and Van der Walt (2010) and The National Archives (2024) emphasize that digital records management practices such as proper classification, metadata application, secure storage, and controlled access were critical in ensuring the authenticity and reliability of records. Without these practices, electronic records may be altered, lost, or rendered inaccessible, thereby undermining trust in public institutions. Furthermore, Asogwa (2012) notes that digital records management enhances transparency and accountability in government operations. When records were well managed, they provide evidence of actions taken by public officials, which support auditing, anti-corruption efforts, and public confidence in governance systems. In the context of service delivery, Wamukoya and Mutula (2005) argue that poor records management directly contributes to service delays, inefficiency, and citizen dissatisfaction. Conversely, effective digital records management ensures that staff can access accurate information when needed, leading to improved responsiveness and quality of services. Therefore, digital records management practices were a key enabler of good governance and effective service delivery in ministries.

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2.4 Challenges facing ministry of land, housing and human settlement development in managing digital records

Despite the recognized importance of digital records management, many ministries of land, particularly in developing countries, continue to face significant challenges. These challenges affect the ability of ministry to manage digital records effectively and deliver quality services. One major challenge was inadequate staff competency. According to Kemoni and Ngulube (2007), many public institutions adopt digital systems without adequately training staff in records management principles. As a result, staff may lack the skills required to capture records correctly, apply metadata, or follow retention schedules. This leads to inconsistent practices and information loss. Another challenge was poor ICT infrastructure, Mutula (2008) Notes that unreliable power supply, outdated hardware, and limited system integration hinder effective digital records management in local government authorities. Without stable infrastructure, digital records may be inaccessible or vulnerable to loss, Asogwa, B. E. (2012). Lack of clear policies and enforcement mechanisms also presents a challenge. According to Asogwa (2013), some public institutions have records management policies that are either outdated or poorly implemented. These results in staff managing records based on personal discretion rather than standardized procedures. Additionally, security and preservation issues pose serious risks to digital records. Digital records were vulnerable to cyber threats, accidental deletion, and technological obsolescence. According to Duranti (2010) and United Nations (2022), without proper preservation strategies and skilled personnel, digital records may lose their integrity and authenticity over time. In Tanzanian ministry of land, studies have shown that limited funding, weak management support, and inadequate training programs further exacerbate these challenges, negatively affecting service delivery and organizational performance.

2.5 Theoretical Framework

This study was guided by the Records Continuum Theory, Frank Upward (1996). This provides a comprehensive theoretical foundation for understanding the management of

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records in digital environments and their contribution to service delivery in public institutions. The Records Continuum Theory was developed by Australian archival scholars and views records management as a continuous, integrated, and dynamic process rather than a linear life-cycle (Upward, 1996). The theory explains that records were created, captured, organized, and used simultaneously to support business activities, accountability, and societal memory. In the digital environment, records exist and were accessed across time and space, requiring continuous management from the point of creation. This theoretical perspective was particularly relevant to digital records management because electronic records are dynamic, easily altered, and highly dependent on human actions and technological systems.

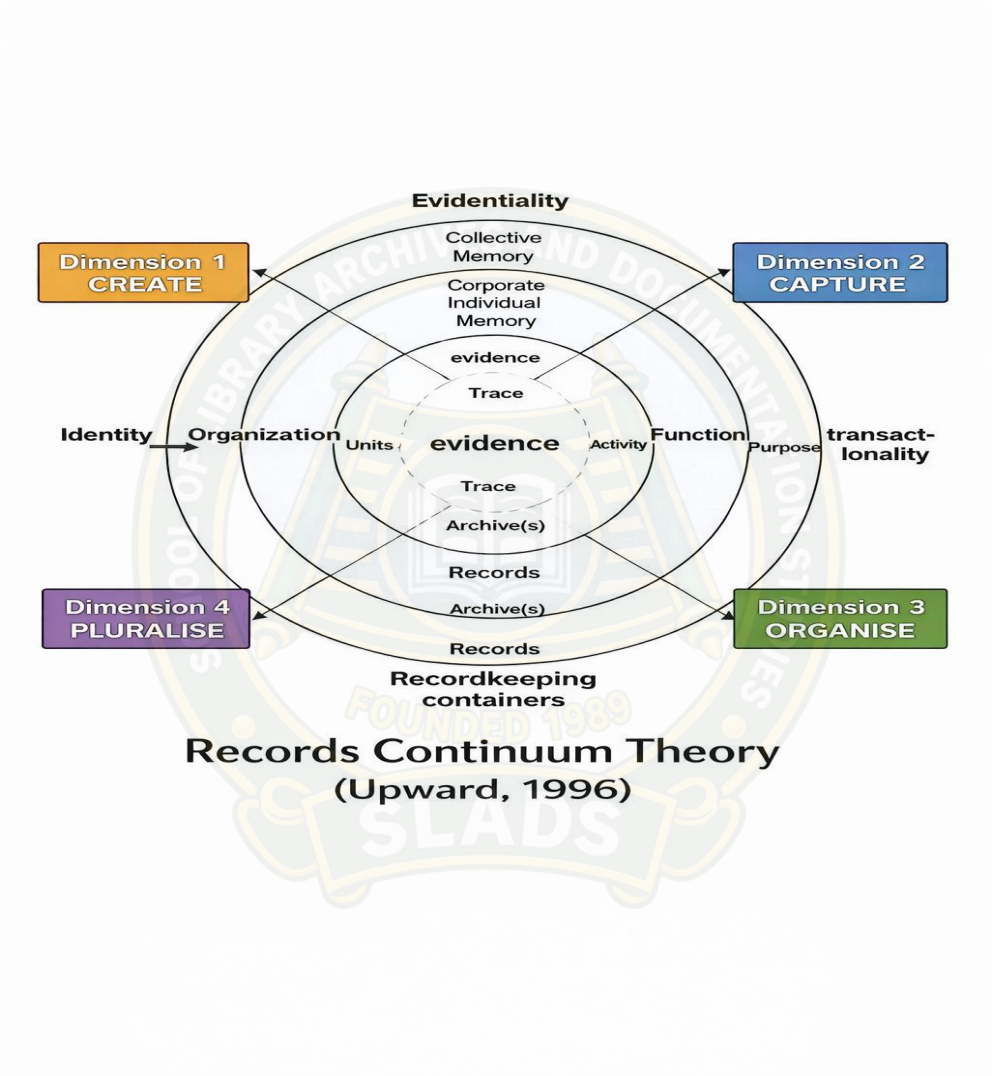
2.5.1 The Records Continuum model

The Records Continuum Model (Upward, 1996) emphasizes the continuous and integrated management of records, spanning from creation to long-term use and accountability. Unlike the life cycle model, it focused on simultaneous records management across multiple contexts (administrative, legal, and societal). Theory emphasized four key dimensions that were creation, capture, organization, and pluralization of records. In public institutions, staff competency plays a central role in each of these dimensions. Competent staff was required to correctly create and capture digital records within approved systems, apply appropriate metadata and classification schemes, ensure secure storage and retrieval, and make records available for administrative, legal, and public accountability purposes. In the context of Ministry of Lands, Housing and Human Settlements Development, the theory explains how staff knowledge, skills, and professional attitudes influence the effectiveness of digital records management systems. When staff lack competency, records may be poorly captured, inconsistently classified or stored outside official systems, resulting in delays, information loss, and weak service delivery. Conversely, when staffs were competent, digital records were managed systematically, enabling timely access to information, informed decision-making, and improved service delivery. The Records Continuum Theory therefore provides a suitable

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theoretical lens for this study by linking staff competency, digital records management practices, and service delivery outcomes within a ministry of Land environment.

Figure 2.1 Records continum theory



From the diagram the record continuum theory explains how records were managed across interrelated dimensions that were created, captured, organized, and pluralized, the (creation dimension) involves the generation of digital records during daily administrative and service delivery activities, where staff competency in digital literacy and ICT skills was essential to ensure accurate and reliable records creations. The (capture dimension) refers to the process of registering and saving records into digital systems such as HRMIS

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and LGRCIS, which required staff to have adequate knowledge of records management procedures to ensure proper documentation and control. The (organize dimension) involve classifying, storing, and maintaining digital records in a systematic manner for easy retrieval, which depends on staff competence in using electronic systems and following established records management practices. Lastly, the (pluralize dimension) focuses on making records accessible and usable for broader organizational purpose, including decision making, accountability and service delivery, where effective access to well managed records enhances efficiency and transparency in ministry services. Theory demonstrates that staff competency plays a critical role at every stage of digital records management, ultimately influencing the quality of the service delivery.

2.5.2 Applicability of the Records Continuum Theory to the Study

The Records Continuum Theory provides a strong theoretical foundation for this study because it explains how digital records should be managed continuously and systematically in ministry of land. First, the Create dimension applies to the generation of digital records within ministry of land. These include electronic correspondence, financial records, land records, human resource records, and service-related documents. Staff competency was essential at this stage to ensure that records were created accurately and contain necessary information. Second, the Capture dimension was relevant to how digital records were registered into electronic systems such as document management systems and local government information systems. Staff must have adequate ICT skills and knowledge of records management principles to apply metadata, classify records properly, and ensure authenticity. Third, the Organize dimension relates directly to the storage, maintenance, and retrieval of digital records. Ministries of lands rely on organized digital records for timely decision-making and service delivery. Inadequate staff competency at this stage may result in misplaced records, delayed responses, and inefficiencies in service provision. Finally, the Pluralize dimension emphasizes accountability, transparency, and long-term preservation. Ministries of lands were public institutions responsible for serving citizens. Proper management of digital records supports transparency, auditing, and public

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trust. Competent staff ensures that records remain accessible and reliable over time. Therefore, the Records Continuum Theory supports this study by demonstrating that effective digital records management depends on continuous processes that require skilled personnel at every stage. The theory helps explain the relationship between staff competency and improved service delivery outcomes in ministry of lands.

2.6 Empirical Literature Review

This section critically reviews empirical studies that relate to staff competency, digital records management practices, and service delivery in public institutions, with emphasis on ministry of land and similar contexts, Ngoepe & Van der Walt, T. (2010) and World Bank (2021). The purpose was to highlight what has been studied, how it was studied, key findings, and the gaps that justify this study.

2.6.1 Staff Competency and Digital Records Management

Several empirical studies have demonstrated the central role of staff competency in digital records management and its impact on organizations' ability to manage information effectively. In Tanzania, Rutta and Ndenje (2021) and Yin, R (2018) conducted a study of digital records management practices in local government authorities. They found that insufficient ICT skills and limited formal training among staff hindered proper use of digital systems, which in turn led to inconsistent classification and retrieval of digital records. The authors argued that technical competence was a fundamental requirement for ensuring records authenticity, security, and accessibility. A study by Ngoepe (2017) in South African government departments revealed that limited professional knowledge of electronic records management systems (ERMS) significantly reduced compliance with records management standards. Employees lacked confidence in navigating ERMS, leading to improper filing and increased risk of information loss. This study concluded that ongoing capacity-building programs were essential for improving records practices. Asogwa (2013) investigated electronic records management challenges in Nigerian public sector organizations and reported that staff with low digital literacy and inadequate

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understanding of records management principles were more likely to bypass formal systems in favor of informal practices, such as storing records on personal drives or email folders. Such practices compromise integrity and accountability. Across these studies, a common thread emerges, staff competency especially digital literacy, knowledge of records standards, and ICT skills was positively associated with effective digital records management. However, these studies were largely institution-based or national-level in scope, with limited focus on local government councils where administrative and service delivery functions were delivered directly to citizens.

2.6.2 Digital Records Management Practices in Municipal Council

Empirical evidence shows recurring challenges in how digital records were managed within public institutions, which often influences operational efficiency. Wamukoya and Mutula (2005), in an investigation of electronic records practices in East African public institutions, found that although digital systems were in place, poor classification, inadequate metadata application, and absence of retention schedules were pervasive, Mosweu, (2020). These deficiencies disrupted information flows and made retrieval unreliable. Kemoni and Ngulube (2007) and Dotto, M (2024) examined electronic records use in public agencies in Kenya and found that despite adoption of digital platforms, poor implementation of records management standards undermined system capabilities. The study highlighted that technology adoption alone does not guarantee records reliability unless accompanied by competent practitioners and robust frameworks. In the context of Tanzanian ministry authorities, Pessa (2014) conducted a comprehensive study on records management across several councils. The findings revealed that digital records were often poorly organized, and staff rarely used system functionalities effectively. Pessa concluded that records “exist but were inaccessible when needed,” leading to duplication of work and inefficiencies. This implies that systemic issues in records management practices are exacerbated by weak staff capacity. These studies illustrate that while public institutions have made strides in adopting digital records technologies, actual practices remain flawed due to organizational, technical, and human constraints.

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2.6.3 Digital Records Management Practices and Service Delivery

A growing body of research links digital records management practices to core dimensions of service delivery. Mutula (2008) investigated ICT use in local government authorities across sub-Saharan Africa and found that inadequate integration of records systems with service processes resulted in slow turnaround times and poor citizen satisfaction. For example, requests for information from ministry offices were delayed due to difficulties locating records. Ngoepe and Van der Walt (2010) studied records practices in South African public agencies and concluded that effective records management enhances transparency, accountability, and responsiveness. The authors asserted that accessibility of accurate records supports timely decision-making and service outcomes. In the Tanzanian context, Kavishe and Garaba (2025) examined the relationship between records training and administrative efficiency in public universities. Although the study focused on an academic environment, the findings showed that staff with better records management skills facilitated faster access to electronic information, which improved operational efficiency, Stephen Mutula (2008). The researchers argued that capacity-building in records management positively influences overall institutional performance. While these studies affirm a positive link between records practices and service delivery, few investigate how staff competency in digital records management specifically influences service delivery at the ministry of land level.

2.7 Conceptual Framework

This study was guided by the Records Continuum Model developed by Frank Upward. The model explains that records were managed continuously through four interconnected dimensions: Create Capture, Organize, and Pluralize. Unlike the traditional life cycle model, this theory emphasizes that records should be managed from the time of creation to long-term preservation and access without separating stages, Shepherd (2019). This explains the relationship between staff competency, digital records management practices, and service delivery at Ministry of Lands, Housing and Human Settlements Development. In this study, staff competency was the independent variable, which includes digital

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literacy, ICT skills, records management knowledge, and awareness of policies. These competencies enable staff to effectively manage digital records. Digital records management practices, such as records creation, classification, storage, and retrieval, act as a mediating variable that supports proper handling of records. The dependent variable was service delivery, which was reflected through efficiency, accuracy, transparency, and citizen satisfaction. However, factors such as ICT infrastructure, management support, and training opportunities may influence how staff competency and records management practices improve service delivery.

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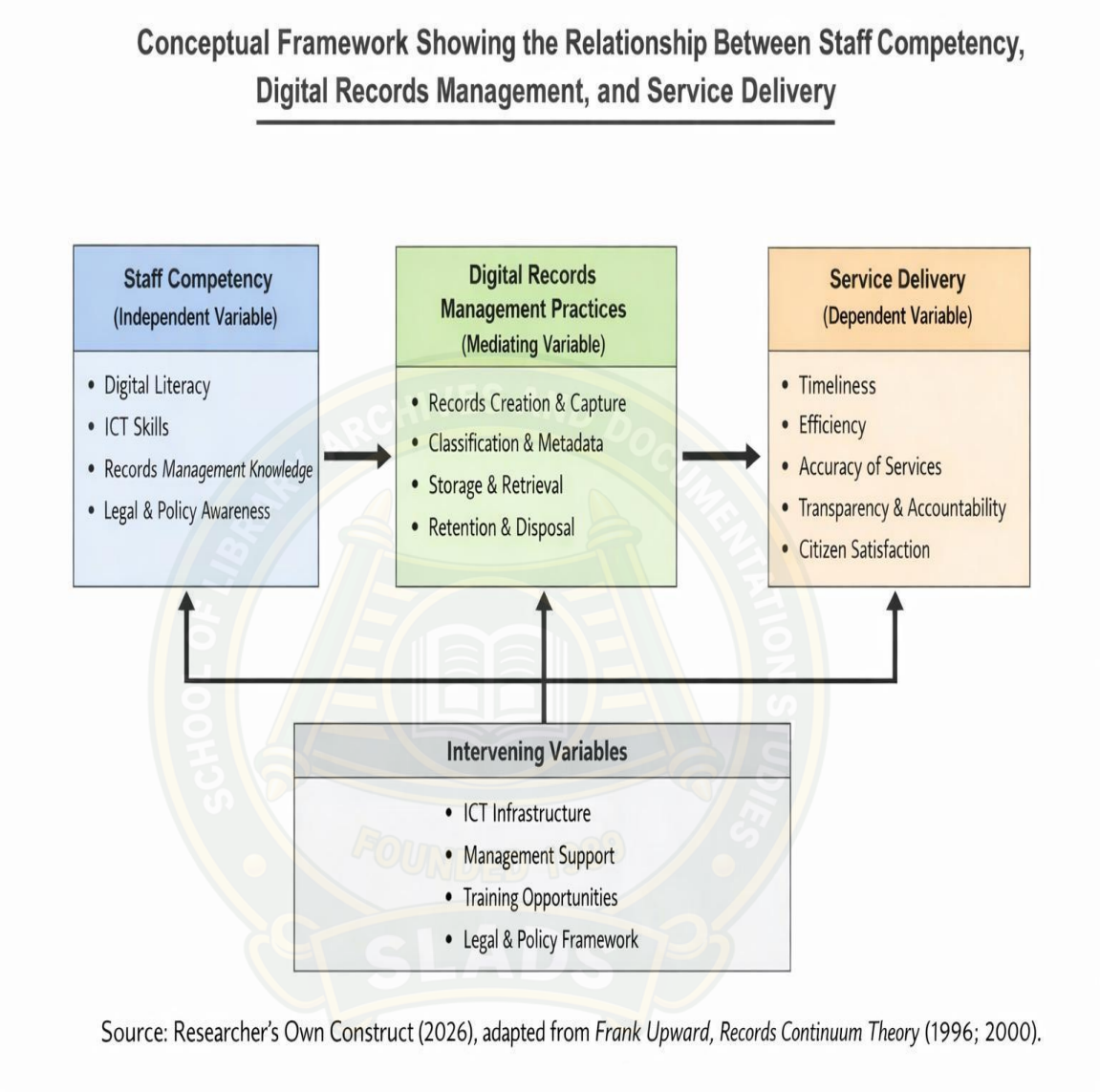


Figure 2.2 Conceptual framework

2.8 Research Gap

Although several studies have examined digital records management, staff competency, and service delivery in public institutions (Shepherd & Yeo, 2003; Kemoni, 2007; Wamukoya & Mutula, 2005; Asogwa, 2012; Ngoepe & Van der Walt, 2010; Mutula, 2008; Mnjama & Wamukoya, 2017; Duranti, 2010; Smallwood, 2013; Rut), most of them focus mainly on technological systems, policies, and general governance issues in records

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management while giving limited attention to staff competency, particularly digital literacy, records management knowledge, and ICT skills required to manage digital records effectively(Asogwa, 2012; Ngoepe & Van der Walt, 2010) In addition, many of these studies were conducted in national ministries and large public organizations, with limited empirical evidence from ministry of lands, especially within the Tanzanian local government context (Mutula, 2008, Mnjama & Wamukoya, 2007). As a result, the existing literature does not clearly explain how staff competency in digital records management practices influences service delivery outcomes such as efficiency, timeliness, and quality of services (Durant, 2010; Smallwood, 2013). Furthermore, some of the reviewed studies were conducted in earlier technological environments and may not fully reflect the current digital transformation in public sector institutions characterized by integrated information systems and e-government initiatives (M. Rutta & A. Ndenje, 2021). Therefore, there was limited empirical evidence that explicitly examines the relationship between staff competency in digital records management practices and service delivery in ministry of lands. This study therefore aims to fill this gap by assessing how staff competency influences digital records management practices and how these practices affect service delivery at Ministry of Lands, Housing and Human Settlements Development.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology that was used to conduct the study on Staff Competency in Digital Records Management and Service Delivery in Ministry of Land Housing and Human Settlement Development. The chapter explained the research approach, research design, study area, target population, sample size, sampling techniques, data collection methods, data analysis procedures, validity and reliability of research instruments, and ethical considerations. The purpose of this chapter was to describe procedures that were guide data collection and analysis in order to achieve the study objectives.

3.1 Research Approach

A research approach refers to the general strategy used by a researcher to guide the process of collecting and analyzing data in order to address a research problem. According to John W. Creswell (2014) and IRMT (2009), a research approach provides a framework that helps the researcher integrate different research methods effectively. This study was employing a mixed research approach, which combines both quantitative and qualitative methods. The quantitative approach was enabling the researcher to collect numerical data related to digital records management practices and service delivery performance at Ministry of Lands, Housing and Human Settlements Development, while the qualitative approach was helped obtain detailed explanations about experiences, perceptions, and challenges faced by staff involved in managing digital records. The use of a mixed approach was appropriate for this study because it allows the researcher to obtain comprehensive information regarding staff competency in digital records management and its influence on service delivery.

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3.2 Research Design

Research design refers to the overall plan or structure that guides the collection and analysis of data in a research study. According to C. R. Kothari (2014) and ARMA (2022), research design provides a systematic framework that helps the researcher obtain relevant and reliable information related to the research problem. This study was adopting a descriptive research design, which enables the researcher to describe the existing conditions of digital records management practices and staff competency within Ministry of Lands, Housing and Human Settlements Development without manipulating the study variables. The descriptive design was suitable for this study because it allows the researcher to examine the current level of digital literacy among staff, identify existing digital records management practices, and assess how these practices influence service delivery in the ministry of land, John W. Creswell (2014).

3.3 Study Area

A study area refers to the geographical location or organization where the research is conducted. The study was conducted at Ministry of Lands, Housing and Human Settlements Development in Tanzania, which was responsible for providing essential public services such as revenue collection, land administration, licensing, and other administrative services. These services depend heavily on proper records management systems to ensure efficiency, transparency, and accountability. The selection of Ministry of Lands, Housing and Human Settlements Development as the study area was appropriate because local government authorities increasingly rely on digital systems such as the Human Resource Management Information System (HRMIS) and the Local Government Revenue Collection Information System (LGRCIS), which generate large volumes of digital records that require proper management by competent staff to support effective service delivery.

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3.4 Target Population

Target population refers to the entire group of individuals who possess characteristics relevant to the research and from whom the researcher intends to collect data. According to Mark Saunders et al. (2016), a population includes all individuals who share common characteristics related to the research problem. In this study, the target population was consisted of staff members who are directly involved in the creation, management, and use of digital records at Ministry of Lands, Housing and Human Settlements Development of the total of 45 populations. These respondents include 12 records management officers, 10 ICT officers, 13 administrative officers, and 10 departmental officers, making a total population of 45 respondents. These individuals were selected because they play an important role in managing digital records and supporting service delivery within the ministry of land, housing, and human settlement development.

3.5 Sample Size and sampling Techniques

3.5.1 Sample size

Refers to the number of respondents selected from the target population to participate in the study. Selecting an appropriate sample size helps ensure that the collected data accurately represents the entire population while minimizing time and cost involved in the research process. According to Taro Yamane (1967), sample size was determined using a simplified formula that ensures representativeness of the study population. In this study, the sample was drawn from staff members involved in digital records management and service delivery at Ministry of Lands, Housing and Human Settlements Development.

The sample size for this study was determined using the formula developed by Taro Yamane (1967): $n = N/1+N(e)^2$

Where:

n = Sample size

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N = Total population

e = Margin of error (0.05 or 5%)

$n = N/1+N(e)^2$ $n = 45/ 1+45(0.05)^2$

$n = 45/ 1+45(0.0025)$

$n = 45/ 1+0.1125$

$n = 45/ 1.1125$

$n = 40$

Therefore, the sample size was 40 respondents which was provided reliable and representative information for the study where record management officers 10, ICT officers 9, Administrative officers 12, Department officers 9 that was provided the total of 40 respondents. During the data collection, 40 questionnaires were distributed; however, only 36 questionnaires were successfully returned and found suitable for analysis, while 4 questionnaires were not returned. Therefore, the findings and data analysis presented are use 36 sample sizes.

3.5.2 Sampling Technique

Sampling techniques refer to procedures used by the researcher to select respondents from the target population, Hossein Taherdoost (2016). The study was employed both purposive sampling and simple random sampling techniques to ensure relevant and unbiased data collection.

3.5.2.1 Convenience Sampling Technique

Convenience sampling was non-probability sampling technique in which respondents were selected based on their accessibility and availability to the researcher (Etikan, Musa & Alkassim, 2016). In the context of this study, convenience sampling was applied to staff

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members who were readily available at the ministry of land during the data collection period. This approach allows the researcher to efficiently gather information on digital records management practices and service delivery while considering time and resource constraints. Although convenience sampling may not provide the same level of representativeness as probability sampling, it was useful for exploratory studies and for obtaining initial insights into staff competency and organizational processes (Taherdoost, 2016).

3.5.2.2 Simple Random Sampling Techniques

Simple random sampling was applied when selecting administrative staff members. This method gives every member of the population an equal chance of being selected, thereby minimizing researcher bias and improving fairness in participation. According to Ranjit Kumar (2011), random sampling enhances representativeness and increases reliability of research findings because selection was not influenced by personal judgment.

3.6 Data Collection Methods

Data collection methods were the strategies used to gather information relevant to a study (Creswell, 2014). In this research, both secondary and primary data was collected. Using multiple methods was important for understanding staff competence from different angles and how it contributes to effective service delivery. Secondary data provides context and historical performance information, while primary data reflects the current competence of staff. This combination ensures that the study accurately assesses the relationship between staff competence and service delivery efficiency

3.6.1 Secondary data

Refers to the information that has already been collected by other sources for purposes other than the current study, (Saunders et al., 2019). This type of data provides background information, helps to identify gaps in existing knowledge, and supports the analysis of primary data. Using secondary data allows the researcher to gain insights into past trends

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and practices of staff performance, which was help contextualize the primary data collected (Mugenda and Mugenda, 2012).

3.6.1.1 Documentary Review Methods

Documentary review was a data collection method that involves examining existing documents and records related to the research problem. According to Ranjit Kumar (2011), documentary review helps researchers obtain secondary information that supports and verifies data collected from primary sources. In this study, documentary review was involve examining documents such as records management policies, institutional reports, operational manuals, and other relevant records available at Ministry of Lands, Housing and Human Settlements Development. These documents were help the researcher understand existing digital records management practices and provide supporting evidence for the study findings.

3.6.2 Primary data

Primary data is collected directly by the researcher to address the specific objectives of the study (Bryman & Bell, 2015). In this research, primary data was assessing current staff competence and its direct impact on service delivery performance. Collecting first-hand data ensures that findings are specific to Ministry of Lands, Housing and Human Settlements Development and reflect the real relationship between staff skills and service outcomes.

3.6.2.1 Questionnaire Methods

A questionnaire is a data collection method that involves asking respondents a set of structured questions in order to obtain information related to a research problem. According to C. R. Kothari (2014), questionnaires are widely used in social science research to collect quantitative data from a large number of respondents within a short period of time. In this study, questionnaires were used to collect numerical data from staff members at Ministry of Lands, Housing and Human Settlements Development regarding

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their level of digital literacy, digital records management practices, and the role of digital records in improving service delivery. The use of questionnaires is appropriate because it allows respondents to provide standardized responses that can easily be analyzed using statistical techniques.

3.6.2.2 Interview Methods

An interview is a data collection method that involves direct verbal communication between the researcher and respondents in order to obtain detailed information about the research topic. According to John W. Creswell (2014), interviews allow researchers to obtain in-depth explanations about participants' experiences, opinions, and perceptions. In this study, interviews were conducted with key informants such as records management officers and ICT officers at Ministry of Lands, Housing and Human Settlements Development to obtain detailed information about their experiences in managing digital records, the existing records management practices, and the challenges affecting service delivery within the council.

3.6.2.3 Observation Methods

Observation is a data collection method that involves systematically watching and recording behaviors, activities, or processes as they occur in their natural setting. According to Mark Saunders et al. (2016), observation allows the researcher to obtain first-hand information about actual practices and behaviors within an organization. In this study, observation was used to examine how digital records are created, stored, organized, and retrieved within Ministry of Lands, Housing and Human Settlements Development. This method was enabling the researcher to directly observe the practical implementation of digital records management practices and how they support service delivery within the ministries.

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3.7 Data Collection Instruments

Data collection instruments are tools or mechanisms used by researchers to systematically gather information relevant to their study objectives. They ensure that the collected data is accurate, consistent, and useful for analysis (Kothari, 2014). In this study on staff competency in digital records management and service delivery at a ministry of land, housing, and human settlement development, the main instruments were included questionnaires, interview guides, observation checklists, and document review forms.

3.7.1 Questionnaire Guide

The questionnaire guide was a structured tool used to collect information directly from staff to assess their competence in promoting effective service delivery at Ministry of Lands, Housing and Human Settlements Development (Kothari, 2014). It was included both closed-ended and open-ended questions to capture comprehensive data: closed-ended questions, such as multiple choice and Liker-scale items, was measure specific aspects of staff competence, including technical skills, adherence to procedures, and efficiency in service delivery, allowing for quantitative analysis of performance patterns (Creswell, 2014). Open-ended questions were enabled staff to describe their experiences, challenges, and suggestions for improving service delivery, providing qualitative insights into factors affecting competence (Mugenda & Mugenda, 2012). Using both types of questions ensures that the study collects reliable and relevant information, linking staff skills directly to the effectiveness and quality of ministry services.

3.7.2 Interview Guide

An interview guide was a research instrument consisting of a list of questions or topics used by the researcher to guide the interview process (Saunders, Lewis, & Thornhill, 2016). In this study, the interview guide was used to conduct interviews with key informants such as records officers and ICT personnel. The guide was helping the researcher ask relevant questions related to digital records management practices, staff

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competencies, and challenges affecting service delivery within Ministry of Lands, Housing and Human Settlements Development.

3.7.3 Observation Checklist

An observation checklist was a research instrument used by the researcher to systematically record observations during the research process (Kumar, 2011). In this study, the observation checklist was helping the researcher record important activities related to digital records management such as records creation, storage, classification, and retrieval practices within the ministry of land. This instrument was ensuring that the researcher captures accurate and organized information during the observation process.

3.8 Data quality control

Data quality control refers to the processes and measures used to ensure that the data collected was accurate, reliable, and valid (Kothari, 2014). In research, poor-quality data can lead to incorrect conclusions, which was particularly critical when assessing staff competence and its effect on service delivery. Therefore, controlling the quality of data was essential for producing meaningful and trustworthy results.

3.8.1 Validity

Refers to the degree to which a research instrument measures what it was intended to measure (Creswell, 2014). In this study, validity ensures that the questionnaires, interview guides, and observation checklists accurately capture staff competence and its impact on service delivery. To enhance validity, the instruments was reviewed by experts in human resource management and public service delivery to confirm that questions were clear, relevant, and appropriately focused on staff skills and performance. Additionally, a pre-test was conducted on a small sample of staff to identify ambiguous or misleading items, ensuring that the data collected truly reflects the competence levels and factors affecting service delivery at Ministry of Lands, Housing and Human Settlements Development (Mugenda & Mugenda, 2012).

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3.8.2 Reliability

Refers to the consistency of the data collection instruments; a reliable instrument produces similar results under consistent conditions (Kothari, 2014). In this study, reliability was ensured through standardized procedures for administering questionnaires, conducting interviews, and performing observations. The reliability of the instruments was also tested using the test-retest method, where the same instrument was applied to the same group of respondents at two different times to check for consistency in responses. This ensures that the study's findings about staff competence and service delivery were dependable and can be generalized within the ministry of land context, Data analysis involves organizing and interpreting collected data to answer research questions. (Creswell, 2014). Quantitative data obtained through questionnaires was analyzed using descriptive statistics such as frequencies, percentages, tables, and charts. These statistical techniques help summarize respondent opinions and identify patterns related to staff competence and service delivery. Qualitative data collected through interviews was analyzed using thematic analysis. Responses were categorized into themes such as staff skills, technological challenges, digital records practices, and institutional performance to facilitate interpretation and discussion of findings.

4.0 Ethical Considerations

Ethical considerations ensure that research was conducted responsibly and respectfully. Permission to conduct the study was obtained from relevant ministry authorities before data collection. Participation of respondents was voluntary, and informed consent was sought prior to involvement in the study. Confidentiality and anonymity of respondents was maintained by ensuring that personal information was not disclosed. All collected data was used strictly for academic purposes and stored securely to prevent unauthorized access.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents, analyzes, and discusses the findings of the study on Staff Competency in Digital Records Management and Service Delivery at the Ministry of Lands, Housing and Human Settlements Development. The study was guided by three specific objectives: to assess staff competency in digital records management practices, examine the influence of digital records management practices on service delivery, and identify the challenges affecting digital records management practices within the ministry. Data were collected from employees of the ministry using questionnaires, interviews, observation, and documentary review. Quantitative data are presented using tables, frequencies, and percentages, while qualitative findings were presented through narrative explanations and respondents' views. The findings are organized according to the study's specific objectives to facilitate clear presentation and discussion.

4.1 Response Rate

Response rate refers to the proportion of respondents who successfully completed and returned research instruments compared to the total number of distributed instruments. The study targeted 36 respondents from different departments within the Ministry of Lands, Housing and Human Settlements Development. were, 36 questionnaires were successfully returned and filled correctly. 36 representing a response rate of 90%. According to Mugenda and Mugenda (2003), a response rate above 70% was considered adequate for data analysis and interpretation. Therefore, the findings presented in this chapter were based on responses from 36 respondents only.

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4.2 Demographic Characteristics of Respondents

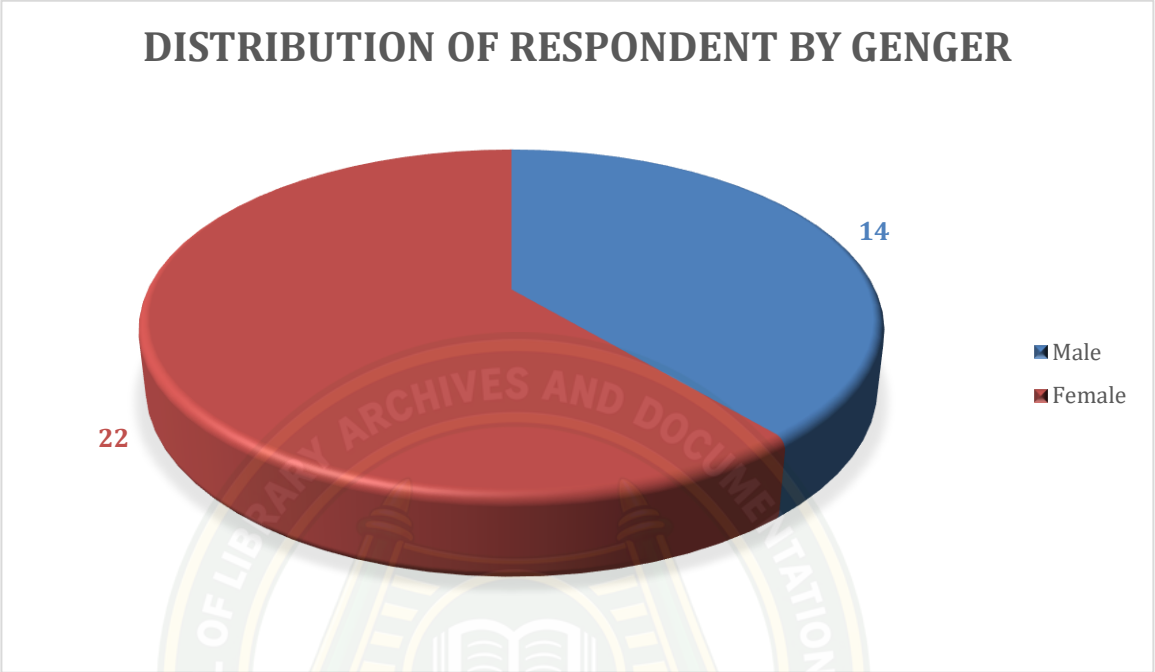
Demographic characteristics refer to the background information of respondents that helps researchers understand the composition of the study population. According to Saunders, Lewis, and Thornhill (2019), demographic characteristics provide important information that assists researchers in interpreting findings based on respondents' social and personal attributes. In this study, demographic characteristics included respondents' age, sex, marital status, educational level, and working experience. These characteristics were important because they may influence staff competency in digital records management practices and service delivery. The following subsections present detailed findings regarding respondents' demographic characteristics.

4.2.1 Gender of the Respondents

Gender refers to the classification of individuals as male or female within a particular population. According to Creswell (2014), gender was an important demographic variable because it helps researchers understand the representation and participation of different groups in a study. Gender distribution was useful in determining whether information collected reflects the views of both male and female respondents. In this study, respondents were asked to indicate their gender in order to determine the level of participation of male and female employees in digital records management activities. The findings are presented in Table 4.1.

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Figure 4.1 Distribution of Respondents by gender (n=36)



***Source**: Excel Field Data (2026)*

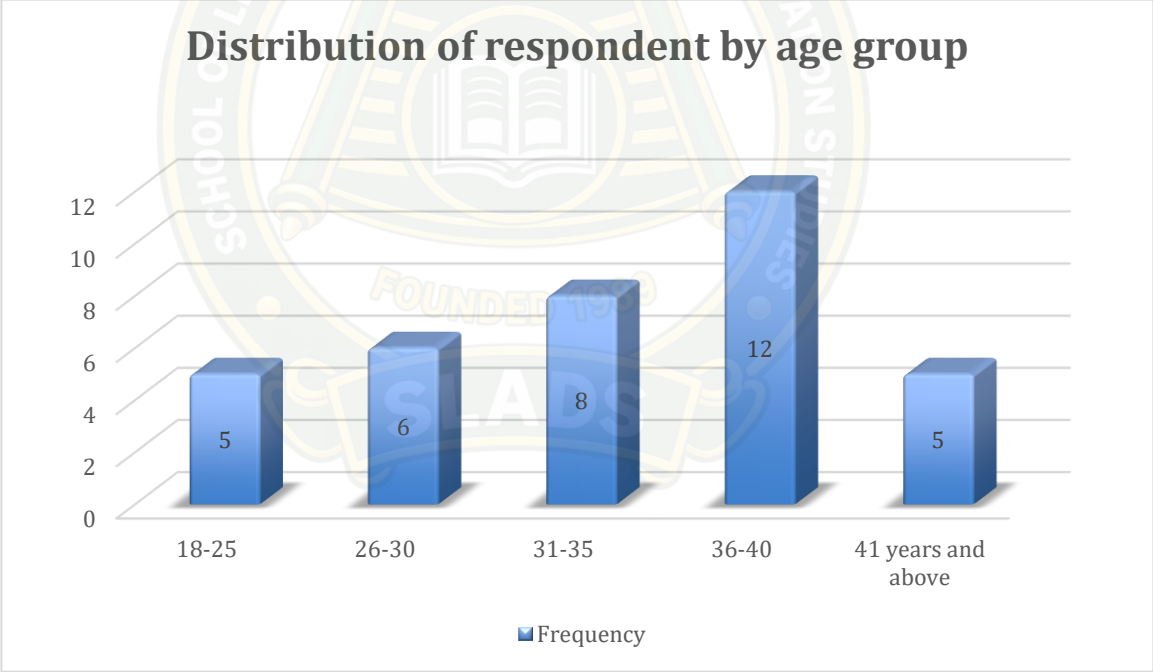
The findings presented in figure 4.1, In the subject of an assessment of the staff competence in digital records management and service delivery at ministry of land, housing and human settlement development. This indicate that out of 36 respondents who participated in the study, 22 respondents (61%) were female while 14 respondents (39%) were female. These findings show that both male and female employees participated in the study and provided information regarding staff competency in digital records management and service delivery. The findings further reveal that female respondents constituted the majority of participants. This may suggest that a larger proportion of employees involved in records management and related administrative functions within the ministry were female. The participation of both genders was important because it enabled the researcher to obtain diverse views and experiences regarding digital records management practices. The presence of male respondents also demonstrates that men play a significant role in managing organizational records and supporting service delivery within public institutions.

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4.2.2Age of the Respondent

Age refers to the number of years that a person has lived since birth. According to Saunders et al. (2019), age is an important demographic characteristic because it influences individuals' knowledge, experience, skills, and ability to adapt to technological changes. Age distribution helps researchers understand whether respondents possess sufficient maturity and experience to provide reliable information. In this study, respondents were categorized according to their age groups in order to determine the extent to which age influences staff competency in digital records management practices. The findings are presented in Figure 4.2.

Figure 4.2 Distribution of Respondents by Age Group (n=36)



Source: *Excel Field Data (2026)*

Findings from figure 4.2, in the subject of an assessment of the staff competence in digital records management and service delivery at ministry of land, housing and human settlement development. The findings reveal that 5 respondents (13.9%) were aged between 18 and 25 years, while 6 respondents (16.7%) were aged between 26 and 30

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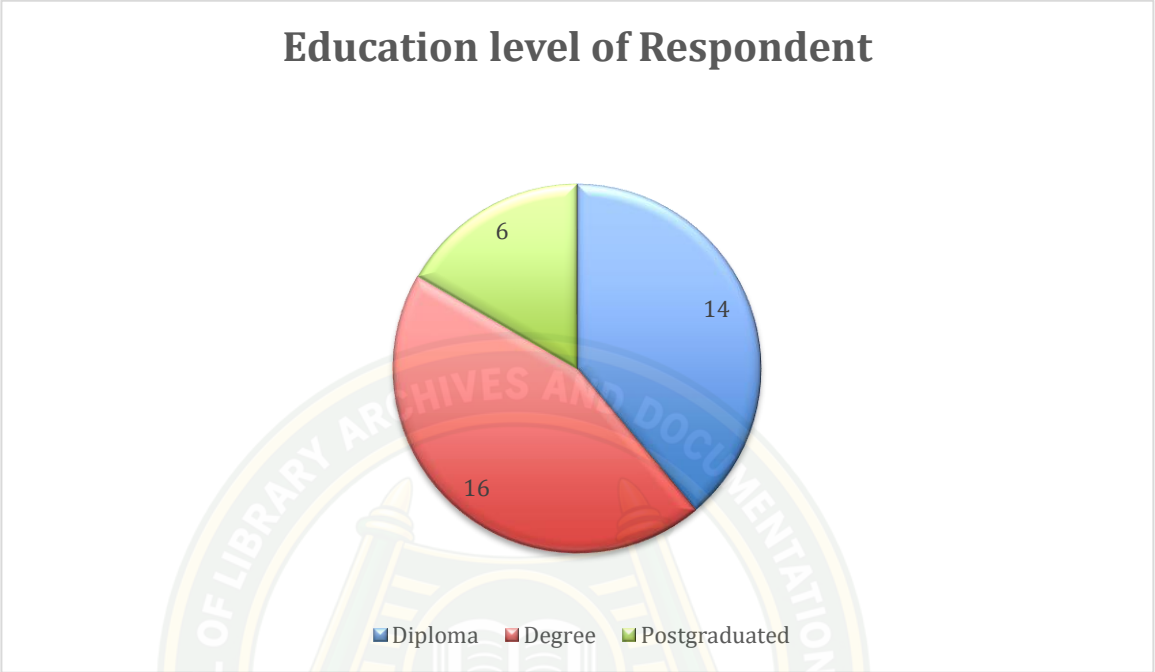
years. Furthermore, 8 respondents (22.2%) were aged between 31 and 35 years, whereas 12 respondents (33.3%) were aged between 36 and 40 years. In addition, 5 respondents (13.9%) were aged 41 years and above. The findings indicate that the majority of respondents were aged between 36 and 40 years. This implies that the Ministry of Lands, Housing and Human Settlements Development has a workforce composed largely of mature and experienced employees who are likely to possess substantial knowledge and practical experience in digital records management practices. Such employees are expected to contribute positively to organizational efficiency and service delivery through effective management of digital records.

4.2.3 Educational Level of the Respondent.

Educational level refers to the highest academic qualification attained by an individual. According to Kothari (2004), educational background was important in research because it influences respondents' knowledge, competence, understanding, and ability to perform professional duties effectively. Higher educational attainment often equips individuals with specialized skills and knowledge relevant to their work. In this study, educational level was examined to determine whether respondents possessed the academic qualifications necessary for managing digital records and supporting service delivery. The findings are presented in Figure 4.3.

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Figure 4.3 Distribution of Respondents by Education Level (n= 36)



Source: *Excel Data (2026)*

The findings presented in figure 4.3, In the subject of an assessment of the staff competence in digital records management and service delivery at ministry of land, housing and human settlement development, 14 respondents (39%) held diploma qualifications, 16 respondents (44%) had bachelor's degrees, while 6 respondents (17%) possessed postgraduate qualifications. The findings indicate that the majority of respondents held bachelor's degree qualifications. This suggests that employees involved in digital records management activities within the ministry possess adequate educational backgrounds required to perform their responsibilities effectively. Higher levels of education may contribute to improved understanding of records management principles, ICT applications, and organizational procedures. Furthermore, the presence of respondents with postgraduate qualifications indicates the availability of advanced knowledge and expertise within the ministry. Such qualifications are important in supporting the implementation of digital records management systems and improving service delivery. Overall, the educational profile of respondents suggests that the ministry

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has a workforce capable of understanding and utilizing digital records management technologies.

4.2.4 Work Experience of the Respondent

Work experience refers to the length of time an individual has spent performing duties within a particular profession or organization. According to Mugenda and Mugenda (2003), work experience is important because it enhances employees' knowledge, skills, and understanding of organizational operations. Employees with longer work experience are often better positioned to provide reliable information regarding workplace practices and challenges. In this study, work experience was analyzed to determine the extent of respondents' exposure to digital records management activities within the ministry. The findings are presented in Table 4.1

Table 4.1 Distribution of Respondents by Work Experience (n = 36)

Work experience	Frequency	Percentage
Less than 5 years	8	22.2%
6-10 years	14	38.9%
11-15 years	9	25.0%
Above 15 years	5	13.9%
Total	**36**	**100%**

Source: *Field Data (2026)*

The findings Indicate that 8 respondents (22.2%) had work experience of less than 5 years, 14 respondents (38.9%) had work experience ranging from 6 to 10 years, 9 respondents (25.0%) had work experience between 11 and 15 years, while 5 respondents (13.9%) had more than 15 years of work experience. The findings reveal that the majority of respondents had work experience ranging from 6 to 10 years. This suggests that most respondents had sufficient practical exposure to records management activities and were therefore capable of providing reliable information concerning staff competency and digital records management practices.

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The findings further imply that respondents possessed adequate familiarity with the ministry's records management systems, procedures, and challenges. Employees with considerable work experience are more likely to understand changes that have occurred in records management practices, particularly the transition from paper-based systems to digital records management systems. Therefore, the work experience profile of respondents enhanced the credibility and reliability of the information collected during the study.

4.3 Staff Competency in Digital Records Management Practices

This was the first objective of this report which sought to assess staff competency in digital records management practices at the Ministry of Lands, Housing and Human Settlements Development. Specifically, the objective was intended to determine whether employees possess the knowledge, skills, abilities, and experience required to manage digital records effectively throughout their lifecycle. According to ISO, (2016) Staff competency is a critical component of digital records management because competent employees ensure that records are created, captured, classified, stored, retrieved, protected, and disposed of in accordance with legal requirements and professional standards. During the field study at the Ministry of Lands, Housing and Human Settlements Development, it was observed that the ministry increasingly relies on electronic systems for creating, storing, retrieving, and sharing official records to support administrative and service delivery activities. Consequently, staff competency becomes essential for ensuring that digital records are managed accurately, securely, and efficiently.

4.3.1Digital Literacy Skills of Respondents

The study sought to determine whether respondents possessed digital literacy skills required to perform digital records management activities effectively. According to Smallwood (2013) argue that Digital literacy refers to the ability to use digital technologies, computers, software applications, and electronic information systems to create, process, manage, retrieve, and communicate information efficiently. Within the

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Ministry of Lands, Housing and Human Settlements Development, the researcher observed that most records management activities are conducted using computers, electronic document management systems, email communication, and other ICT applications. The findings are presented in Table 4.2

Table 4.2 Digital literacy skills of Respondents (n=36)

Digital literacy skills	Frequency	Percentage %
Computer operation skills	9	25.0%
Electronic records creation and editing	8	22.2%
Digital records retrieval	7	19.4%
Email and electronic communication	6	16.7%
File organization and storage	6	16.7%
Total	**36**	**100%**

***Source**: Excel Data (2026).*

The findings in Table 4.2 indicate that computer operation skills were the most common digital literacy skill, reported by 9 respondents (25.0%), followed by email and electronic communication (16.7%). This suggests that most employees possess the basic digital competencies required for handling electronic records. Furthermore, 22.2% of respondents indicated that they could create and edit electronic records, while 19.4% reported the ability to retrieve digital records efficiently. The lowest proportion (16.7%) was recorded for file organization and storage, indicating that some employees still require additional skills in organizing and maintaining digital records. These findings suggest that although staff possess adequate digital literacy, continuous capacity building is necessary to improve specialized digital records management competencies. And the response during interview was

"Digital literacy skills have improved their ability to use electronic systems, retrieve records quickly, and perform records management activities efficiently".

These findings are consistent with Asogwa (2012), who reported that employees with adequate ICT knowledge and digital skills are more effective in managing digital records

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and improving organizational performance. Similarly, Smallwood (2013) emphasizes that competent employees are essential for the successful implementation and sustainability of digital records management systems. The researcher's observation also confirmed that most employees confidently used electronic systems to manage official records and experienced fewer challenges when accessing digital information. However, a few employees required additional support when using newly introduced digital applications. This indicates that continuous digital literacy training is important for strengthening staff competency and improving digital records management and service delivery at the Ministry of Lands, Housing and Human Settlements Development.

4.3.2 Training in Digital Records Management

The study also sought to assess the extent to which employees at the Ministry of Lands, Housing and Human Settlements Development had received training in digital records management. The purpose of this was to determine whether staff members had acquired the necessary knowledge, practical skills, and competencies required to effectively create, capture, organize, store, retrieve, preserve, and dispose of digital records in accordance with organizational policies and professional standards. Smallwood (2013) argues that continuous staff training is one of the most important requirements for successful implementation of digital records management systems. Their responses are presented in Table 4.3.

Table 4.3 Training in Digital Records Management (n=36)

Area of Training	Frequency	Percentage
Electronic records management system	10	27.8%
Records security confidentiality	8	22.2%
Digital records preservation	7	19.4%
Records classification and indexing	6	16.7%
Metadata and records organization	5	13.9%
Total	**36**	**100%**

Source: *Field Data (2026).*

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The findings reveal that 27.8% of respondents had received training in electronic records management systems, making it the most common area of training. Training in records security and confidentiality was reported by 22.2%, while 16.7% had received training on records classification and indexing. Fewer respondents (19.9%) had been trained in digital preservation, and only 13.9% had received training in metadata and records organization. These findings suggest that although the ministry provides training in important aspects of digital records management, some technical areas require greater attention through continuous professional development programmers'. And the response during interview was

"Although we have received some training, there is still a need for continuous training because technology changes frequently and new systems are introduced from time to time".

These findings support Smallwood (2013), who emphasizes that continuous staff training is essential for successful implementation of digital records management systems. Similarly, Ngoepe and Van der Walt (2010) argue that organizations with well-trained employees achieve better records management practices and improved organizational performance. The researcher's observation also confirmed that employees regularly used computers and electronic systems to manage official records. However, continuous technological changes require regular training to enable staff to adapt to new digital systems and improve their competency. Therefore, continuous professional training is essential for strengthening digital records management practices and improving service delivery at the Ministry of Lands, Housing and Human Settlements Development.

4.4To Examine the influence of Digital Records Management Practices and Service Delivery

This Second objective sought to examine the influence of digital records management practices on service delivery at the Ministry of Lands, Housing and Human Settlements Development. The purpose of this objective was to determine the extent to which digital

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records management practices contribute to improving the efficiency, effectiveness, accountability, transparency, accessibility, and timeliness of services provided by the ministry. According to the International Organization for Standardization (ISO, 2016), effective records management ensures that authentic, reliable, and usable records are available whenever they are required to support organizational operations, legal compliance, accountability, and service delivery. The findings are presented in Figure 4.4

Table 4.4 Influence of Digital Records Management on Service Delivery (n=36)

Digital literacy skills	Frequency	Percentage %
Staff competency	11	30.6%
Training and capacity building	9	25.0%
ICT infrastructure	7	19.4%
Management support	5	13.9%
Availability of digital records management policies	4	11.1%
Total	**36**	**100%**

Source: *Excel Field Data (2026).*

The findings indicate that staff competency was identified as the most influential factor, reported by 11 respondents (30.6%). This implies that competent employees are essential for effective digital records management and improved service delivery. Training and capacity building 9(25.0%) was the second most important factor, showing that continuous learning enhances employees' ability to manage digital records effectively. In addition, 7 19.4% of respondents identified ICT infrastructure as a key factor, highlighting the importance of adequate technological resources. Management support 5(13.9%) and the availability of digital records management policies 4(11.1%) were also considered important in promoting effective digital records management and quality service delivery. Overall, the findings suggest that improving staff competency, continuous training, ICT infrastructure, management commitment, and policy implementation are fundamental to strengthening digital records management practices within the ministry. And the response during interview was

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"*The use of digital records has greatly improved our daily work because information can be retrieved quickly and communication between departments has become more efficient*".

These findings are consistent with Ngoepe and Van der Walt (2010), who reported that effective digital records management enhances organizational efficiency and service delivery. Similarly, Shepherd and Yeo (2003) argue that proper records management supports accountability and effective public administration. The researcher's observation also confirmed that employees regularly used electronic systems to create, retrieve, and share official records. Compared to manual systems, digital records enabled faster access to information and improved coordination among departments. This observation demonstrates that digital records management has positively contributed to efficient service delivery within the ministry. Overall, the findings indicate that digital records management practices have improved service delivery by increasing efficiency, enhancing access to information, and supporting timely decision-making. Therefore, continued investment in staff competency and digital records management systems is essential for sustaining quality public services.

4.5 Challenges Affecting Digital Records Management Practices

This was the last objective sought to identify the challenges affecting staff competency in digital records management and service Delivery at the Ministry of Lands, Housing and Human Settlements Development. The purpose was to determine the factors that hinder employees from effectively managing digital records and delivering quality public services. According to ISO, (2016), organizations should ensure that employees possess adequate knowledge, skills, continuous training, and sufficient resources for effective records management. Therefore, respondents were asked to identify the major challenges affecting staff competency in digital records management practices, and their responses are presented in Table 4.5

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Table 4.5 Challenges Affecting Digital Records Management Practices (n=36)

Challenge	Frequency	Percentage
In adequate training	12	33%
Poor ICT infrastructure	10	28%
Internet connectivity problem	8	22%
Lack of technical support	6	17%
Total	**36**	**100%**

Source: *Field Data (2026).*

The findings indicate that respondents identified several challenges affecting digital records management practices at the Ministry of Lands, Housing and Human Settlements Development. The results show that inadequate training was the most frequently reported challenge, mentioned by 12 respondents (33%), followed by poor ICT infrastructure, and reported by 10 respondents (28%). Internet connectivity problems were identified by 8 respondents (22%), while lack of technical support was reported by 6 respondents (17%). These findings suggest that staff competency in digital records management is influenced by both human resource and technological challenges, which may reduce the effectiveness of digital records management practices and affect service delivery within the ministry. The study revealed that inadequate training was the leading challenge affecting staff competency in digital records management. This also supported by the response from interview where by a researcher ask the respondent if they face several challenges in digital records and improve service delivery. And the response during interview was

"*Limited opportunities for training reduce employees' ability to use electronic records management systems effectively and adapt to technological changes".*

This finding is supported by Asogwa (2012), who found that inadequate staff training is one of the major barriers to successful implementation of electronic records management systems. Similarly, Smallwood (2013) argues that continuous professional training improves employees' competencies and enhances organizational performance. During the field observation, the researcher noted that although many employees were able to use digital systems, some required assistance when operating certain electronic applications.

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Furthermore, poor ICT infrastructure, internet connectivity problems, and lack of technical support were also identified as significant challenges affecting digital records management practices. The researcher's observation confirmed that some offices had limited ICT facilities and occasionally experienced internet interruptions, which delayed access to electronic records and affected service delivery. These findings agree with Mutula (2008), who observed that inadequate ICT infrastructure and technical support continue to hinder effective electronic records management in many public institutions.

Overall, the findings indicate that inadequate training, poor ICT infrastructure, internet connectivity problems, and lack of technical support remain key challenges affecting staff competency in digital records management at the Ministry of Lands, Housing and Human Settlements Development. Addressing these challenges through continuous staff training, investment in ICT infrastructure, reliable internet services, and improved technical support would strengthen digital records management practices and enhance service delivery within the ministry.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the study findings, conclusion, recommendations, and areas for further studies based on the study entitled "Staff Competency in Digital Records Management and Service Delivery at the Ministry of Lands, Housing and Human Settlements Development." The study was guided by the following specific objectives:

i. To assess staff competency in digital records management practices at the Ministry of Lands, Housing and Human Settlements Development.
ii. To examine the influence of digital records management practices on service delivery at the Ministry of Lands, Housing and Human Settlements Development.
iii. To identify challenges affecting staff competency in digital records management practices at the Ministry of Lands, Housing and Human Settlements Development.

The study employed a mixed research approach and data were collected using questionnaires, interviews, observation, and documentary review. This chapter summarizes the major findings according to the study objectives, draws conclusions based on the findings, provides recommendations, and suggests areas for further research.

5.1 Summary of the Study

The summary of this study was provided in chronological order using study specific objectives. The summary key findings are presented below:

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5.1.1 To Assess Staff Competency in Digital Records Management Practices at the Ministry of Lands, Housing and Human Settlements Development

The findings revealed that most employees possessed adequate digital literacy skills required for effective digital records management that my involves computer operation skills, electronic records creation and editing, digital records retrieval and email and electronic communication. The majority of respondents demonstrated the ability to use computers and electronic systems to create, store, retrieve, and manage digital records efficiently. Furthermore, many respondents had received formal training in digital records management that involves training in electronic records management system, records security and confidentiality, digital records preservation, records classification and indexing and metadata records organization, although some employees had not received adequate training. The study therefore established that staff competency contributes significantly to effective digital records management and improved organizational performance. However, continuous training remains necessary to enable employees to cope with technological changes and improve their professional competencies.

5.1.2 To Examine the Influence of Digital Records Management Practices on Service Delivery at the Ministry of Lands, Housing and Human Settlements Development

The study found that digital records management practices positively influence service delivery within the ministry of land, housing and human settlement development. that was include influence on staff competency, training and capacity building, ICT infrastructure, Management support and availability of digital records management policies. Respondents reported that digital records improve efficiency by facilitating quick retrieval of information, reducing delays in processing official documents, improving communication among departments, strengthening accountability, and supporting timely decision-making. The findings further revealed that digital records management minimizes loss of records and enhances records security, thereby contributing to improved public service delivery and organizational effectiveness.

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5.1.3 To Identify Challenges Affecting Staff Competency in Digital Records Management Practices at the Ministry of Lands, Housing and Human Settlements Development.

The study revealed several challenges affecting the implementation of digital records management practices at the ministry of land housing and human settlement development. The findings indicated that respondents experienced various difficulties, including inadequate digital records management skills among some staff, insufficient training opportunities, limited ICT infrastructure, unreliable internet connectivity, and inadequate technical support. These challenges were reported by respondents and also identified through observation and document review. Furthermore, the findings showed that limited knowledge of digital records management systems affects the effective creation, storage, retrieval, and security of electronic records. The shortage of continuous training was found to reduce staff confidence and competency in using digital records management systems. In addition, inadequate technological facilities and system challenges delay records processing and negatively influence timely service delivery. The findings suggest that addressing these challenges through regular staff training, improving ICT infrastructure, providing technical support, and strengthening digital records management policies is important for enhancing effective records management practices and improving service delivery at Ministry of land housing and human settlement development.

5.2 Implications of the Findings

The findings indicate that staff competency is an important factor in ensuring successful implementation of digital records management practices. Employees with adequate digital literacy and appropriate training are better able to manage digital records accurately, securely, and efficiently, leading to improved service delivery. However, the identified challenges suggest that without continuous investment in staff capacity development, ICT infrastructure, and technical support, organizations may experience reduced efficiency, delays in service delivery, and ineffective management of digital records. Therefore, strengthening staff competency and improving technological resources are essential for

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achieving effective digital records management and enhancing organizational performance.

5.3 Conclusion

The findings of this study highlight the competence of the staff in service delivery at the Ministry of Land. That findings obtained during the research. It provides the overall interpretation of the findings in relation to the study objectives and indicates whether the objectives of the study were achieved. The study concludes that staff competency is a key factor influencing the successful implementation of digital records management and improved service delivery at the Ministry of Lands, Housing and Human Settlements Development. The findings revealed that the majority of employees possess adequate digital literacy skills and have received training in digital records management, enabling them to perform records management activities effectively. The study further established that digital records management has improved service delivery by enhancing efficiency, facilitating quick access to information, strengthening accountability, and supporting timely decision-making. However, challenges such as inadequate training, poor ICT infrastructure, unstable internet connectivity, and limited technical support continue to affect effective implementation of digital records management practices. Therefore, strengthening staff competency and investing in ICT resources are essential for improving records management and public service delivery.

5.4 Recommendations

Based on the findings and conclusions of this study, the following recommendations are proposed to improve staff competency in digital records management and enhance service delivery at the Ministry of Lands, Housing and Human Settlements Development.

5.4.1 Continuous Staff Training and Capacity Building

The Ministry should establish regular training programmers, workshops, seminars, and refresher courses on digital records management for all employees. Continuous training

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will enable staff to acquire updated knowledge and practical skills in managing digital records, adapting to technological changes, and complying with records management policies and standards. Training should also focus on improving digital literacy, cyber security awareness, electronic records preservation, and the use of emerging digital records management technologies.

5.4.2 Improvement of ICT Infrastructure

The Ministry should invest in modern and reliable ICT infrastructure to support effective digital records management. This includes providing adequate computers, servers, scanners, storage devices, backup facilities, and updated records management software. Improving ICT infrastructure will enable employees to perform records management activities efficiently, reduce delays in information retrieval, and improve the overall quality of public service delivery.

5.4.3 Strengthening Internet Connectivity and Technical Support

Reliable internet connectivity should be provided across all departments to ensure uninterrupted access to digital records management systems. In addition, the Ministry should strengthen ICT technical support by employing qualified ICT personnel and establishing timely maintenance services for digital systems. Quick technical assistance will reduce system downtime, improve employees' confidence in using electronic systems, and enhance organizational productivity.

5.4.4 Strengthening Digital Records Management Policies and Monitoring

The Ministry should strengthen the implementation of digital records management policies, guidelines, and standard operating procedures. Management should regularly monitor and evaluate digital records management practices to identify competency gaps, assess compliance with records management standards, and provide corrective measures where necessary. Regular monitoring will ensure consistency, accountability, and continuous improvement in digital records management practices.

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5.4.5 Allocation of Adequate Financial Resources

The Ministry should allocate sufficient financial resources to support digital records management initiatives. Adequate funding will facilitate continuous staff training, procurement of modern ICT equipment, system maintenance, software upgrades, and implementation of new technologies. Sustainable financial investment is essential for maintaining effective digital records management systems and improving service delivery to the public.

5.5 Areas for Further Studies

Although this study has achieved its objectives, it was limited to the Ministry of Lands, Housing and Human Settlements Development. Therefore, further research is necessary to expand knowledge on digital records management and provide additional evidence from different organizational settings. Future studies may focus on the following areas:

i. Assessment of staff competency in digital records management practices in other government ministries, departments, and agencies in Tanzania.
ii. The role of emerging technologies, particularly artificial intelligence, in improving digital records management and public service delivery.
iii. The influence of ICT infrastructure and cybersecurity measures on the effectiveness of digital records management systems in public institutions.

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APPENDICES

APPENDIX I

QUESTIONNAIRE FOR EMPLOYEES

Dear Sir/ Madam

I **IBRAHIMU MDACHI JARIBU** a student at the school of library archives and documentation studies **(SLADS)** Bagamoyo, studying an ordinary diploma course in Records and archives management. I am carrying out study on '**An assessment of staff competence in digital records management and service delivery'.** I kindly request you to answer question which are provided in questionnaire forms by making a tick and answer in the space provided and return to a researcher. The data collected and information obtained through this questionnaire will be treated as confidential and will be used for academic purpose only.

Instructions:

I. Please do not write your name anywhere in this questionnaire.
II. Select the appropriate answer according to your knowledge and fill empty brackets.

Part A: General Information

1. Gender

a) Male [ ]
b) Female [ ]

2. What is your Age category

a) 18 – 28 [ ]
b) 29 – 39 [ ]

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c) 40 – 50 [ ]

d) Above 50 [ ]

3. Level of education:

a) Certificate [ ]

b) Diploma [ ]

c) Degree [ ]

d) Masters/Postgraduate [ ]

4. Nature of employment

a) Permanent [ ]

b) Temporary [ ]

5. Duration of service in the organization

a) Less than 1 year [ ]

b) 1 – 2 years [ ]

c) 3 – 5 years [ ]

d) More than 5 years [ ]

Part B: Digital Literacy and Skills

6. Are you aware of digital records management practices?

a) Yes [ ]

b) No [ ]

c) Partially [ ]

7. Do you possess skills in creating, storing, retrieving, and managing digital records?

a) Yes [ ]

b) No [ ]

c) Partially [ ]

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8. How often do you use digital systems for service delivery?

a) Always [ ]
b) Sometimes [ ]
c) Rarely [ ]

9. Do you receive training on digital records management?

a) Yes [ ]
b) No [ ]

10. Do you feel competent in using digital tools for service delivery?

a) Yes [ ]
b) No [ ]
c) Partially [ ]

Part C: Challenges in Digital Records Management

11. What challenges do you face in managing digital records?
……
……
……
……
……

12. In your opinion, how does staff competency affect digital records management and service delivery?

……
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……
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13. What improvement would you suggest to enhance digital records management practices in your organization?

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……
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……

14. What type of training do you think staff needs to improve digital records management skills?

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15. Any additional comments related to digital records management and service delivery

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……
……
……
……

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APPENDIX II

INTERVIEW GUIDE

Instructions:

The researcher will ask the following questions to key informants such as Records Officers and ICT personnel. Responses will be recorded confidentially.

Section A: Staff Competency

1. How would you describe the level of digital literacy among staff in the Ministry?

2. What specific skills do staffs have in managing digital records?

3. What kind of training have staffs received in digital records management?

Section B: Digital Records Management Practices

4. What digital records management practices are currently implemented in the ministry?

5. How do these practices support service delivery and easy retrieval of digital records when needed?

Section C: Challenges

6. What are the major challenges staffs' faces in implementing digital records management?

7. How do these challenges impact service delivery?

8. What improvement would you suggest to enhance digital records management and service delivery?

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APPENDIX III

OBSERVATION CHECKLIST

OBSERVER INFORMATION

Observer name ……. Date……

Location…… Time……

Instructions

Tick **YES** if performed and **NO** if they do not

Use the comments/ notes column to record observation

S/N	ITEM TO BE OBSERVED	YES	NO	COMMENTS/NOTE
1	Availability of electronics facilities such as computers, printers, servers and scanners			
2	Availability and use of digital records systems			
3	Proper storage of digital records			
4	Availability of Backups system			
5	Accessibility of records			
6	Security measures			
7	Retrieval of digital records			
8	Adherence to procedures			
9	ICT support availability			
10	Use of records in service delivery			
11	Classification of records			
12	Timelines of service delivery			

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APPENDIX IV

RESEARCH WORK PLAN SCHEDULE/ TIME FRAME

TYPESOF ACTIVITIES	**1ST MONTH**	**2ND MONTH**	**3RD MONTH**	**4TH MONTH**	**5TH MONTH**	**6TH MONTH**
Reporting to the Centre and observing the situation						
Distribution of questionnaire, interview and observation						
Collecting questionnaire and data analysis						
Data interpretation and report writing						
Preparation of first draft report						
Final report writing and submission to SLADS						

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APPENDIX V

RESEARCH BUDGET TABLE

S/N	ACTIVITIES	COST ANALYSIS	TOTAL COST
01	Transport expenses	From Mbagala to ministry of land 2000x30	60,000
02	Food allowance	5000x30	150,000
03	Stationary service	Ruled paper 2 ream 13,000x2 Pen, pencil, ruler, rubber, stapler, note book	26,000 20,000
04	Secretarial service	38 pages 1000x38x3	114,000
05	Binding	Hard cover 2x2@12000 Soft cover 2x2@500	48,000 2,000
	TOTAL		**420,000**

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APPENDIX V1

APPROVAL LETTER

THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF LANDS, HOUSING AND HUMAN SETTLEMENTS DEVELOPMENT

Phone: +255 26 2963309/13/14
Fax +255 26 296 3316
Email address: ps@lands.go.tz
Website: www.ardhi.go.tz

1 ARDHI STREET,
P.O.BOX 9132,
11477 DAR ES SALAAM.

In reply please quote:
Ref.No. EA.176/546/02. A.

17.04.2026

Rector,
School of Library Archives and Documentation Studies,
P.O Box 227,
BAGAMOYO - PWANI.

RE: PERMISSION TO DATA COLLECTION

Please refer your letter with reference No. DA.201/457/VOL/1/20 dated on 17 April 2026 in respect of the above subject.

I would like to inform you that, your students below were permitted to collect data at Ministry of Lands, Housing and human settlements development on her research for academic pursuit on Diploma in Records and Archives Management.

1. Muhamad Rashid Mwamzia
2. Ibrahim Ismail Ngana
3. Ibrahim Mdachi Jaribu

Thank you for your cooperation.

Rebeca B. Kamihanda
For: Permanent Secretary

For: Permanent Secretary
Ministry of Land, Housing and Human Settlements Developments
1 Ardhi Street, 11477
DAR ES SALAAM

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