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

A RESEARCH REPORT ON:

AN ASSESSMENT OF THE IMPACT OF INEFFIECIENT RECORDS MANAGEMENT ON ORGANIZATIONAL SERVICE DELIVERY: A CASE STUDY BAOBAB SECONDARY SCHOOL.

BY

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A Research Report Submitted at the School of Library, Archives and Documentation Studies Seeking Approval to Undertake a Research Study for the Partial Fulfillment of the Award of Ordinary Diploma in Library, Records and information Studies.

2026

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CERTIFICATION

The undersigned certify that he has read and hereby recommend for acceptance by the School of Library, Archives and Documentation Studies (SLADS) Bagamoyo. A Research Report entitled "***An Assessment of the Impact of Inefficient Records Management on Organizational Service Delivery".*** A case study at Baobab Secondary School in Fulfillment of the Requirements for award of Ordinary Diploma in Record and Archives Management.

Signature _____

(Supervisor)

Date_____

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I, **John E. Wilfred** declare that this research report is my own original work and that it has not been presented and was not be presented to any other college for a similar or any diploma award.

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Date_____

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DEDICATION

I dedicate this research report to my family and who encouragement and enthusiasm during this period while providing all necessary support to my studies.

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LIST OF ABBREVIATIONS

BSS	Baobab Secondary School
ERM	Electronic Records Management
E-Resources	Electronic Resources
ICT	Information Communication Technology
ISO	International Organization Standard
IT	Information Technology
PO-RALG	President's Office – Regional Administration and Local Government
RAMD	Records and Archives Management Department
RM	Records Management
RMS	Records Management System
TRCA	Tanzania Records and Archives Management Act
SPSS	Statistical Package for the Social Sciences
SLADS	School of Library Archives and Documentation Studies
SLADSSO	School of Library, Archives and Documentation Studies Students Organization
URL	Uniform Resource Locator

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ABSTRACT

This study assessed the impact of inefficient records management on organizational service delivery at Baobab Secondary School. The study was conducted to examine the records management systems used in the school, assess the efficiency of records retrieval and access, determine the effects of inefficient records management on service delivery, identify challenges associated with records management practices, and suggest strategies for improving records management within the institution.

The study employed a case study research design and adopted a mixed research approach. Data were collected from 25 respondents through questionnaires and interviews. Quantitative data were analyzed using frequencies and percentages with the aid of Microsoft Excel and presented in tables, while qualitative data were analyzed through thematic analysis and supported by respondents' quotations.

The findings revealed that Baobab Secondary School largely relies on manual records management systems, with limited use of electronic systems. The study found that inefficiencies in records management contribute to delays in records retrieval, difficulties in accessing information, misfiling of documents, and reduced administrative efficiency. These challenges were reported to negatively affect organizational service delivery, including decision-making processes and the satisfaction of both staff and students.

Furthermore, the study identified several challenges affecting records management practices, including inadequate records management skills among staff, limited technological infrastructure, insufficient storage facilities, and the absence of comprehensive records management policies. Despite these challenges, respondents indicated that the adoption of electronic records management systems, staff training, regular records monitoring.

The study concludes that inefficient records management has a significant negative impact on organizational service delivery at Baobab Secondary School. The study recommends that the school should adopt electronic records management systems, provide regular training for staff, strengthen records management policies, and allocate adequate resources to support effective records management practices.

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CHAPTER ONE
INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 Introduction.

This chapter provided an overview of the study. It was organized into several sections, including the background of the study, statement of the problem, purpose of the study, research objectives, research questions, significance of the study, scope of the study, limitations of the study, and definition of key terms. These sections provided the foundation for understanding the assessment of the impact of inefficient records management on organizational service delivery at Baobab Secondary School.

1.1 Background of the study.

However, it wasn't until the early 20th century that records management received widespread recognition and adoption. In 1921, the National Archives and Records Administration (NARA) was established in the United States, which further solidified records management as a crucial aspect of government operations. The emphasis on proper records management grew even more during World War II when governments needed to keep accurate records for decision making and historical purposes.

The world wide of records management in today's digital age, the need for proper records management has become more crucial than ever before. But have you ever wondered where and how this practice originated, in this expose, we will look into the background of records management and the evolution of this essential field Records management can be traced back to ancient civilizations such as the Egyptians, who kept detailed records of their trades, taxes, and administrative processes on papyrus scrolls. As societies evolved, so did the methods of record keep. The Greeks and Romans utilized wax tablets and parchment scrolls, while the Chinese developed the use of paper and printing techniques.

In Africa, fast forward to the 19th century, the advent of the industrial revolution brought about a massive increase in paperwork. This led to a vital need for efficient record keeping methods, especially in government and business organizations. The first official records management system was established in the late 19th century by the British government as a way to organize and manage their growing amount of records.

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With the growth of technology in the 20th century, records management also underwent a significant evolution. The shift from paper-based records to electronic records brought about new challenges and methods of management. As technology continued to advance, so did records management practices, leading to the establishment of international standards and best practices.

In Tanzania, records management has become an integral part of every organization, regardless of its size or industry. With the exponential growth of digital data, the need for efficient and secure management of records has become a top priority. The rise of cloud-based solutions and record management software has made it easier for businesses to organize, store, and access their records on-demand.

In the contemporary organizational especiall at Baobab Secondary School landscape, efficient records management is a fundamental aspect that directly influences service delivery. Records management encompasses the systematic control of records throughout their lifecycle, from creation to disposal. Inefficient records management can lead to various harmful effects, including delays in service delivery, increased costs, and diminished organizational reputation (Davis, 2018). This research proposal aims to assess how inefficient records management impacts organizational service delivery across different sectors. Organizations increasingly rely on information and records to operate effectively. Poor records management can result in lost or misfiled documents, which can significantly hinder an organization's ability to provide timely and efficient services (Smith & Jones, 2019). This research is essential as it will highlight the specific areas where records management inefficiencies affect service delivery, ultimately providing insights for organizations looking to enhance their operational efficiency.

Furthermore, records management has come a long way from its very old roots to the modern digital age. It has evolved to become a crucial practice for organizations of all sizes, enabling them to maintain accurate records, fulfill with regulations, and improve overall efficiency. By understanding the background of records management, we can better appreciate its significance and how it continues to figure our world today.

1.2 Statement of the problem.

Effective service delivery in educational institutions depends greatly on the availability, accuracy, and accessibility of records and information. Schools generate and manage various types of records, including student academic records, attendance records, staff files, financial documents, and administrative reports. Proper management of these records enables school

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administrators to make informed decisions, respond to information requests promptly, and provide quality services to students, staff, and other stakeholders.

However, many educational institutions continue to experience challenges associated with inefficient records management practices. Poor records organization, reliance on manual recordkeeping systems, inadequate storage facilities, and weak retrieval procedures may result in misplaced files, delays in accessing information, duplication of records, and difficulties in decision-making. These challenges can negatively affect the efficiency of administrative operations and reduce the quality of services provided by schools (Duncan & Reddy, 2020).

At Baobab Secondary School, there are concerns that inefficient records management practices may affect the timely delivery of services to students and staff. Challenges such as delays in retrieving records, difficulties in maintaining accurate information, and limited adoption of electronic records management systems may hinder effective administration and planning. Despite the importance of records in supporting school operations, limited attention has been given to understanding how records management inefficiencies influence service delivery at the institution.

Therefore, this study sought to assess the impact of inefficient records management on organizational service delivery at Baobab Secondary School. The study aimed to identify existing records management challenges, examine their effects on service delivery, and suggest strategies that can improve records management practices and enhance organizational performance.

1.3 Objectives of the study

1.3.1 General Objective of the Study

The general objective of this study was to conduct an assessment on the impact of inefficient records management on organizational service delivery.

1.3.2 Specific Objectives

i. To assess the impact of inefficiencies records management on service delivery outcomes at Baobab secondary school

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ii. To explore the relationship between efficient records management and overall organizational performance at Baobab secondary school.
iii. To provide recommendations for improving records management practices to enhance service delivery at Baobab secondary school.

1.4 Research Questions

1. What are the inefficiencies in records management at Baobab secondary school?
2. How do these inefficiencies affect service delivery at baobab secondary school?
3. What best practices in records management can be adopted to improve service delivery at Baobab secondary school?

1.5 Significance of the Study

The findings of this study were important to different stakeholders, especially those involved in education management and records management practices. The study helped school administrators and staff at Baobab Secondary School to understand how inefficient records management affects service delivery within the school. It also provided insights into whether the existing records management practices met the required standards.

Furthermore, the study assisted the Ministry of Education and other education stakeholders in identifying challenges associated with poor records management in secondary schools. This helped them to understand areas that require improvement in policies and guidelines aimed at strengthening records management systems in schools.

The study also helped school management identify effective strategies for improving records management practices, thereby enhancing efficiency in service delivery, including student registration, academic record keeping, and decision-making processes. In addition, the study served as a source of reference for future researchers interested in records management and service delivery in educational institutions.

1.6 Scope of the study

The study focused on the impact of inefficient records management on organizational service delivery. It was conducted at Baobab Secondary School in Bagamoyo District, where the

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researcher obtained respondents for the study. The study specifically examined records management practices within the school and how inefficiencies in these practices affected the delivery of organizational services.

1.7 Limitations of the Study

The study encountered several limitations during the research process. These challenges included lack of cooperation from some respondents, inadequate time, and limited research resources. However, the researcher made efforts to overcome these challenges to ensure that reliable data were collected and the objectives of the study were achieved.

Lack of Cooperation from Respondents

Some respondents were not fully cooperative during the data collection process, which affected the speed of obtaining the required information. A few respondents delayed in responding to questionnaires and participating in interviews, which caused delays in the completion of data collection activities. However, the researcher followed up with respondents and explained the importance of their participation in order to obtain sufficient information for the study.

Inadequate Time

The researcher experienced limited time during the research process, particularly during data collection, analysis, and report writing. The available time had to be balanced with other academic responsibilities, which created challenges in completing all research activities within the planned period. Despite this limitation, the researcher managed time effectively to complete the study successfully.

Lack of Adequate Resources

The study was also affected by limited research resources, including access to a personal computer, internet services, and relevant materials related to records management. These resources were important for data processing, literature review, and preparation of the research report. The researcher managed these challenges by utilizing the available resources and seeking necessary support to complete the study.

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1.8 Definition of Key Terms

1.8.1 Records management

Records management encompasses the systematic control of records throughout their lifecycle, from creation to disposal. Inefficient records management can lead to various detrimental effects, including delays in service delivery, increased costs, and diminished organizational reputation (Davis, 2018). Concept of Key Terms

1.8.2 Information Retrieval

Information retrieval refers to the process of searching, locating, and obtaining relevant information from a collection of stored data such as databases, archives, or digital systems. It involves techniques and systems that help users find the information they need quickly and efficiently from large collections of documents or records. Information retrieval systems are commonly used in libraries, archives, and online search engines to support access to information resources (Manning et al., 2009; Britannica, 2024).

1.8.3 Information

Information is commonly defined as data that has been processed, organized, or interpreted so that it becomes meaningful and useful to users. Unlike raw data, information provides context and understanding that helps individuals or organizations make decisions and communicate knowledge effectively (Sheldon, 2024).

1.8.4 Records Keeping Practices

Records keeping practices refer to the policies, procedures, and activities used by organizations to create, maintain, organize, store, and protect records throughout their life cycle. These practices ensure that records remain accurate, reliable, and accessible as evidence of organizational activities and decisions. Effective record-keeping practices support transparency, accountability, and efficient service delivery within institutions (Government Records Management Manual, 2024).

1.8.5 Records Management System

A records management system is a structured system or framework used by an organization to control and manage records throughout their entire life cycle, from creation or receipt to storage, retrieval, and final disposal or preservation. The system ensures that records are organized, protected, and easily accessible when needed (ISO 15489; Records Management Standards).

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CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Record management is a critical aspect of organizational operations, influencing service delivery and overall performance. Inefficient record management can lead to various challenges that hinder an organization's capacity to provide quality services. This literature review examines the existing body of understanding regarding the impact of inefficient record management on organizational service delivery, prominence key theme and findings.

2.1.1 The Importance of Record Management in organizational service delivery

Record management encompasses the systematic control of records throughout their lifecycle, from creation to disposal. According to ISO, effective records management is essential for compliance, accountability, and effective decision-making (International Organization for Standardization, 2016). A study by Houghton and Sheahan (2017) emphasizes that good record management practices enable organizations to retrieve information quickly, thereby enhancing productivity and service delivery.

2.1.2 Challenges of Inefficient Record Management

Inefficient record management can manifest in various forms, including disorganization, poor data quality, and lack of access to information. Bhuvan and Soni (2019) argue that such inefficiencies can lead to increased operational costs, delays in service delivery, and diminish customer satisfaction. In the healthcare sector, for example, records mismanagement can result in medical errors and compromised patient safety (Buchanan et al., 2018).

2.1.3 Impact on Service Delivery

Delay in Decision-Making, Inefficient record management can significantly delay decision-making processes. According to a study by Hodge et al. (2020), organizations with poor record-keeping practices often experience prolonged turnaround times for service requests, leading to frustrated clients and reduced trust in the organization. Loss of Information, Organizations that do not implement robust record management systems risk losing vital information. The loss of records can have severe implications, particularly in regulated industries where compliance is paramount (Dahlberg & Norrman, 2021). For instance, governmental agencies that fail to maintain accurate records may face legal consequences and loss of public trust.Reduced Accountability, Inefficient record management can hinder accountability within an organization. When records are poorly maintained, it becomes challenging to track actions and decisions made

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by employees. This lack of transparency can lead to a culture of negligence, impacting service delivery negatively (Alavi & Leidner, 2001). Customer Dissatisfaction, the ultimate impact of inefficient record management is often felt by the end-users or customers.

2.1.4 Strategies for Improvement in organizational service delivery

To moderate the negative impacts of inefficient record management, organizations must adopt best practices. These include the implementation of electronic record-keeping systems, regular training for staff on record management practices, and the establishment of clear policies and procedures for record handling (Ragsdale, 2020). A study by Mardiana et al. (2021) found that organizations that invest in modern record management technologies experience improved efficiency and enhanced service delivery.

2.2 Research Gap

Various researchers and scholars did their best in the discussion on the provision of records management to the organization. However, several studies have examined the relationship between records management and service delivery in various contexts. For instance, research by Huruma Mogha et al. (2025) on land records in Tanzanian district councils found that inefficient record storage and tracking negatively affect service delivery. Similarly, Mureebe and Lwanga (2023) showed that records creation influences service delivery in private higher learning institutions, while Benta (2019) reported a positive relationship between records management practices and service effectiveness in a Kenyan agricultural firm. In addition, Mubiana (2024) observed that poor records management contributed to unsatisfactory service delivery in a city council, and research by Chacha et al. (2022) identified factors limiting effective records management in Singida local authorities. Despite these studies, there is limited empirical evidence examining how inefficient records management specifically affects service delivery in secondary schools, which this study aims to address

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CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

Research methodology was defined by Kothari (2004) as a systematic way of solving a research problem. This chapter presents the methodology that was used to conduct the study. It describes the research design, study area, target population, sample size and sampling techniques, methods of data collection, data processing and analysis, and ethical considerations that guided the research process.

3.2 Research design

Research design was a blueprint used to conduct the study, involving the description of the research approach, study setting, sampling size, sampling techniques, tools and methods of data collection, and data analysis in order to answer the specific research questions (Creswell, 2008). According to Krishnaswami (2012), the study adopted a descriptive research design using a case study method to carry out the investigation.

This design enabled the researcher to collect information from different groups of respondents at one point in time. It also provided an opportunity for making comparisons among different groups of respondents in relation to the study variables. In addition, the design helped the researcher to examine the relationship between the independent and dependent variables within the context of the study. Therefore, the research design provided a clear plan of what, why, how, and where data were collected and analyzed in relation to the assessment of the impact of inefficient records management on organizational service delivery at Baobab Secondary School.

3.3 Area of study

he study was conducted at Baobab Secondary School, located in bunju, at pwani Tanzania. The school is situated within a local community area surrounded by residential areas, other educational institutions, and social service facilities. Geographically, the school is bordered by local market to the north, village stadium to the south, local house to the east, and local industrial to the west. Baobab Secondary School is a public educational institution that provides secondary education services to students from the surrounding community. The major activities conducted at the school include teaching and learning, student assessment, examination administration, academic record management, staff administration, financial management, and other institutional activities that support the provision of education services.

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The school was selected as the study area because effective records management is essential in supporting its daily operations, including student registration, academic reporting, staff management, and decision-making processes. Since schools generate and use different types of records, such as student files, attendance records, examination records, and administrative documents, the institution provided a suitable environment for assessing the impact of inefficient records management on organizational service delivery.

3.4 Target Population

Population refers to the total set of individuals or elements that a researcher has in mind from which information is obtained and conclusions are drawn (Feblowitz, 2011). It may include an entire collection of people, animals, plants, or objects from which data can be collected. The target population represents the group of interest that the researcher aims to describe or make conclusions about.

In this study, the target population consisted of 30 respondents from Baobab Secondary School. This included 5 staff members from the library/records office and 25 students. These respondents were considered appropriate for providing relevant information regarding the impact of inefficient records management on organizational service delivery.

3.5 Sample size

According to Kothari (2004), the sample size of a study should neither be excessively large nor too small; rather, an appropriate sample should ensure efficiency, representativeness, reliability, and flexibility during data collection and analysis.

In this study, the sample size consisted of 25 respondents selected from Baobab Secondary School. The sample included students, teachers, and administrative staff who were involved in or affected by records management practices within the school. These respondents were selected because they possessed relevant information regarding the creation, storage, retrieval, and use of school records, as well as how records management inefficiencies influenced service delivery.

The selected sample was considered adequate to provide reliable information about the impact of inefficient records management on organizational service delivery at Baobab Secondary School. The responses obtained from these participants helped the researcher understand existing records

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management practices, challenges faced in accessing records, and possible strategies for improving records management systems within the institution.

3.6 Sampling techniques

Sampling technique is selection of some part of an aggregate or totality of what the population is made (Atilgan and Arslantekin,2018). The study was used both Probability and Non-probability sampling techniques.

3.7 Method and techniques of data collection.

Data collection is the process of gathering and measuring information on targeted variable in an established systematic fashion, which then enable one to answer relevant questions and evaluate outcomes (Schwalbe 2007). This study was involved the use of both primary and secondary source of data collection.

3.7.1 Primary source of data

Primary data are those data which are collected afresh and for the first time (Kothari, 2005). These are sources of information on the independent and dependent variables in the study. They are new that being collected for the first time. This kind of information is normally original ones and nothing stands between them. The study was questionnaire, interview and document reviews to collect the data

3.7.1.1 Questionnaire

A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents (Gilliam, 2008) two set of questionnaires will be used for continuous and undergraduates.

Merits of questionnaires method

i. It is free shame as the person as give his or view freely.
ii. It is cheap to collect data from large population.
iii. Respondents who will be not approachable reliable conveniently.

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Demerits of questionnaires method

i. Low response rate
ii. Lack of clarification
iii. Limited depth of information

3.7.1.2 Interview

Interview method was yield a great deal of useful information and allows researcher to use verbal and non-verbal cues to adapt their questions as necessary, clarify doubts (Leed & Ormrod, 2005). Interview is common in qualitative study because, it ensures that respondent is clearly understood by repeating or rephrasing their answers, also it is conversation and verbal communication allowing researcher to monitor inquiry and question equitably.

Merits of interview method

i. It enables to gain more insight on the subject
ii. Through its sample will be controlled effectively
iii. It will be face to face with the respondent

Demerits of interview method

i. Time consuming
ii. Interviewer bias
iii. High cost

3.8 Data quality control

3.8.1 Validity

(Fisher, 2009) Validity is the degree to which a study accurately reflects or assesses the specific concept the researcher is attempting to measure. Validity is concerned with the study's success at measuring what the researchers sets out to measure (Fink, 1995; Kasi, 2009). This is done through relating a measuring instrument to a general conceptual framework in order to determine whether the instrument is tied to the concept.

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3.8.2 Reliability

The researcher expect that the scale assigned was be reliable by assigning correct number to similar variables to get the right scale for consistence measure.

3.9. Data Collection and Analysis

Data analysis involves packaging the data obtained, tapping in order and structuring its key constituents so that the results become easily and effectively communicated (Kombo, and Tromp, 2011). The analysis of data in this study was used both two methods qualitative forms/methods such as questionnaire for students and qualitative form such as interview for staff qualitative data obtained was analyzed based on the matter of response with grouping of similar pattern into coherent categories.

3.9.1 Ethical Consideration

Ethical consideration goes beyond the design of the study. Any piece of research that involves human subjects must Endeavour to protect the rights, dignity, physical, and psychological welfare of the participants (Bell, 2008). It is important to consider ethical issues in any study. In this study ethical issues was considered by assuring respondents confidentiality and that findings was only be for academic purposes and not otherwise in order to make sure that ethical and moral issues was not jeopardize the study, questions that was regarded as sensitive and embarrassing to respondents was highly avoided.

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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the analysis, presentation, and discussion of data collected through questionnaires and interviews. The findings are organized into two main sections: demographic information of respondents and findings presented according to the research objectives. Specifically, the study sought to assess the impact of inefficient records management on organizational service delivery at Baobab Secondary School, examine the extent to which records management practices affect service delivery, identify the challenges associated with inefficient records management, and determine measures that can be adopted to improve records management practices and enhance organizational service delivery.

Qualitative data obtained through interviews were analyzed using thematic analysis to identify major themes and explanations regarding the impact of inefficient records management on service delivery at Baobab Secondary School. Quantitative data collected through questionnaires were analyzed using descriptive statistics and presented in tables and percentages to facilitate interpretation and understanding of the findings.

4.1 Demographic Characteristics of Respondents

This section presents the demographic characteristics of respondents involved in the study. The study targeted a total of 30 respondents from Baobab Secondary School. Out of these, 25 respondents successfully completed and returned questionnaires, providing quantitative data, while the remaining 5 respondents participated in interviews and provided qualitative information. The qualitative responses obtained through interviews were presented in quotation form to support and enrich the quantitative findings.

The demographic characteristics considered in this study included gender, age, educational level, job position, and work experience. These characteristics were important in understanding respondents' perspectives on the impact of inefficient records management on organizational service delivery at Baobab Secondary School.

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Table 4.1 Demographic characteristics of respondents

Statement	Frequency	Percentage (%)
Age Group		
20-30	15	60
31-40	09	36
41-50	01	04
51 and above	00	00
Total	**25**	**100**
Level of Education		
Certificate	08	32
Diploma	15	60
Degree	02	08
Total	**25**	**100**
Years for Service		
1 year	03	12
1 - 5 years	10	40
6 - 10 years	12	48
10 years and above	00	00
Total	**25**	**100**

***Source*: Field Data, (2026).**

4.1.1 Age of Respondents

The study collected data from respondents belonging to different age groups. The findings revealed that 15 respondents (60%) were aged between 20–30 years, 9 respondents (36%) were aged between 31–40 years, and 1 respondent (4%) was aged between 41–50 years. None of the respondents were aged 51 years and above. These findings indicate that the majority of respondents were relatively young employees, suggesting that most staff members at Baobab Secondary School were within their active working age and capable of providing relevant information regarding records management practices and service delivery.

4.1.2 Education Level

The study also sought to determine the education level of respondents. Findings showed that 15 respondents (60%) held diploma qualifications, 8 respondents (32%) held certificate qualifications, and 2 respondents (8%) held degree qualifications. The results indicate that the majority of respondents possessed diploma-level education, implying that they had adequate knowledge and understanding of administrative and records management practices within the school environment.

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4.1.3 Years of Service

The study further examined respondents' years of service at Baobab Secondary School. Findings revealed that 12 respondents (48%) had worked at the school for 6–10 years, 10 respondents (40%) had served for 1–5 years, and 3 respondents (12%) had worked for one year. None of the respondents had worked for more than 10 years. These findings suggest that most respondents had sufficient work experience and familiarity with records management practices and their effects on organizational service delivery, enabling them to provide reliable information for the study.

4.2 Availability of a Formal Records Management System

This section examines whether Baobab Secondary School has a structured and formally established records management system to guide the creation, storage, retrieval, and disposal of institutional records. The existence of such a system is important because it directly influences efficiency in service delivery, accountability, and access to accurate information for decision-making.

Table 4.2: ***Availability of Records Management System (N = 25)***

Response	**Frequency**	**Percentage (%)**
Yes	15	60
No	5	20
Partially	5	20
Total	**25**	**100**

Note: **Field Study (2026)**

The findings in Table 4.2 indicate that the majority of respondents (60%) stated that the school has a formal records management system in place, while 20% indicated that there is no formal system. A further 20% reported that the system exists only partially. These results advise that although Baobab Secondary School has some elements of a records management system, it is not fully structured or consistently implemented. The presence of partial and non-existent responses indicates weaknesses in standardization and implementation, which may contribute to inefficiencies in records management practices.

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4.3 Type of Records Management System Used in the School

This section presents findings on the type of records management system primarily used at Baobab Secondary School. The focus was to determine whether the school relies on manual (paper-based), electronic, or a combination of both systems in managing its records. Understanding the dominant system is important in assessing efficiency, accessibility, and the overall impact on service delivery.

Table 4.3: ***Type of Records Management System Used (N = 25)***

Response	Frequency	Percentage (%)
Manual (Paper-based)	20	80
Electronic Digital	3	12
Both	2	8
Total	**25**	**100**

Note: **Field Study (2026)**

The findings indicate that the majority of respondents (80%) reported that Baobab Secondary School primarily uses a manual or paper-based records management system, while only 12% indicated that the school uses an electronic records management system and 8% reported the use of both manual and electronic systems. These findings demonstrate that the school continues to rely heavily on traditional recordkeeping methods despite the increasing adoption of digital records management technologies in educational institutions.

The predominance of manual recordkeeping suggests that records are mainly maintained in physical files and cabinets. Although manual systems may be suitable for small volumes of records, they are often associated with slow retrieval, misfiling, duplication of records, physical deterioration, and increased storage requirements. Such challenges reduce the efficiency of administrative operations and can delay service delivery, particularly when records are required urgently for decision-making, reporting, student services, or staff administration. Therefore, the heavy dependence on manual systems may be one of the factors contributing to inefficient organizational service delivery at Baobab Secondary School.

These findings are consistent with the study conducted by Asogwa (2012), who found that organizations relying predominantly on manual records management experience delays in retrieving information, increased risks of record loss, and reduced administrative efficiency. Likewise, Kemoni and Wamukoya (2000) observed that inadequate adoption of electronic records management systems limits effective information management and negatively affects

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organizational accountability and service delivery. The similarity between these studies and the present findings suggests that the challenges experienced at Baobab Secondary School are common in institutions that have not fully modernized their records management practices.

The interview findings further support the quantitative results. One staff member stated:

> "Most of our records are still kept in files and cabinets. Sometimes it takes a long time to trace a student or staff file because everything is manual." *(Interview conducted on 15 March 2026).*

Another staff member explained:

> "We have started using computers for some records, but the system is not fully developed, so we still rely mostly on paper files." *(Interview conducted on 15 March 2026).*

These interview responses confirm that although the school has initiated the use of computers for managing some records, digital recordkeeping has not been fully implemented. Consequently, staff continue to experience challenges associated with manual systems, including delays in retrieving information and reduced efficiency in handling records.

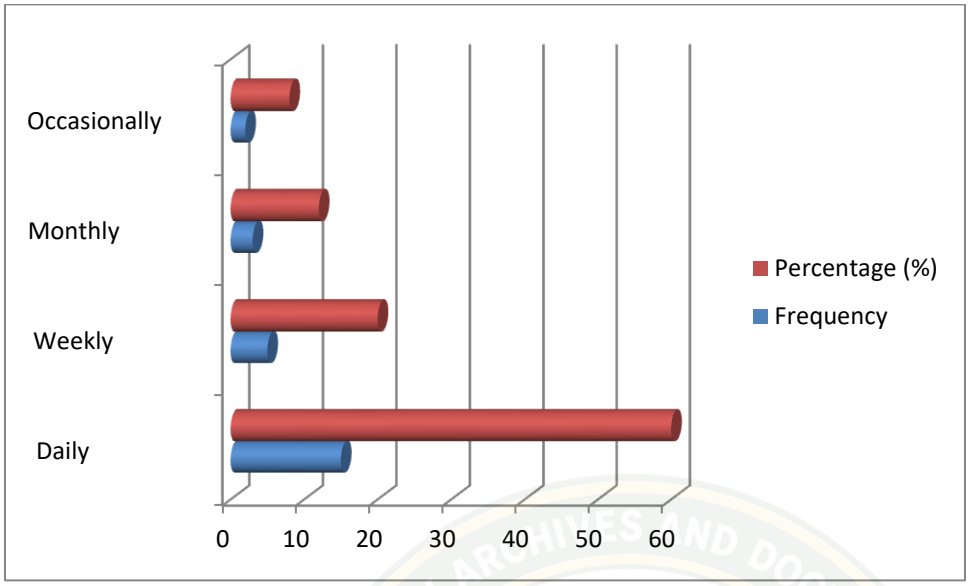
The findings directly address the first objective of the study, which sought to assess the records management system used at Baobab Secondary School. The results indicate that the continued reliance on manual records management contributes to operational inefficiencies that may hinder effective organizational service delivery. Therefore, the study suggests that the school should progressively transition to a comprehensive electronic records management system to improve record accessibility, enhance administrative efficiency, and support timely and effective service delivery.

4.4 Frequency of Updating and Maintaining Records

This section examines how frequently records are updated and maintained at Baobab Secondary School. Regular updating and maintenance of records are essential for ensuring the accuracy, reliability, and availability of information needed for effective administration and service delivery. The frequency with which records are updated reflects the institution's commitment to proper records management practices.

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Figure 4.1: ***Frequency of Updating and Maintaining Records (N = 25)***



Note: **Field Study (2026)**

The findings indicate that 60% of respondents reported that records at Baobab Secondary School are updated daily, while 20% indicated that records are updated weekly. Additionally, 12% reported monthly updating of records, whereas 8% stated that some records are updated only occasionally. These findings suggest that although the school has established practices for maintaining records, the frequency of updating varies depending on the type of records and their importance in daily operations.

The high percentage of respondents reporting daily updates indicates that essential records, such as attendance registers, student records, and staff-related documents, receive regular attention because they are frequently required for administrative activities. Maintaining current records enables the school to access accurate information for planning, reporting, monitoring performance, and providing services to students and staff.

However, the existence of records that are updated weekly, monthly, or occasionally indicates weaknesses in records maintenance practices. Inconsistent updating may result in incomplete or outdated information, which can affect the reliability of records used for decision-making. For example, when records are not updated regularly, administrators may experience difficulties in obtaining accurate information about students, staff, or institutional activities, thereby affecting the effectiveness of service delivery.

The findings correspond with Kemoni (2007), who emphasized that proper records maintenance requires regular updating to ensure that records remain authentic, reliable, and useful for

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organizational functions. Similarly**,** Ngoepe and Van der Walt (2010) found that poor records maintenance practices contribute to information gaps, delayed decision-making, and reduced organizational efficiency. The current findings therefore support previous research by demonstrating that irregular updating of records can weaken the role of records as a foundation for effective administration.

The interview findings further supported the quantitative results. One staff member explained:

> "Attendance registers, student records, and staff attendance records are updated every day because they are needed for daily operations and reporting." *(Interview conducted on 15 March 2026).*

Another officer noted:

> "Some records are only reviewed when there is a specific need, such as inspections, audits, or requests from management, which can sometimes create delays in accessing information." *(Interview conducted on 15 March 2026).*

These responses demonstrate that while frequently used records are maintained consistently, other categories of records may not receive the same level of attention. This creates uneven records management practices, where some information remains updated while other records may become outdated or difficult to rely on.

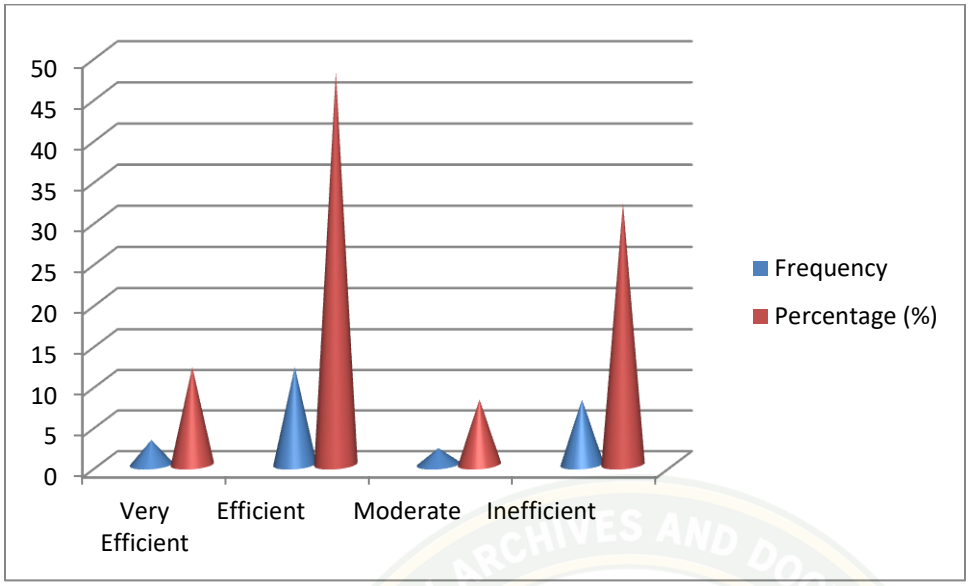
The findings directly relate to the objective of assessing records management practices and their impact on organizational service delivery at Baobab Secondary School. Although the school makes efforts to maintain important records regularly, the variation in updating frequency indicates the need for a standardized records maintenance schedule. Establishing clear procedures for updating, monitoring, and reviewing all institutional records would improve information accuracy, enhance accessibility, and contribute to more effective service delivery.

4.5 Respondents' Assessment of the Efficiency of the Current Records Management System

This section presents respondents' views regarding the efficiency of the current records management system at Baobab Secondary School. Assessing the efficiency of the records management system is important because it helps determine how effectively records are created, stored, retrieved, and maintained to support organizational operations and service delivery.

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Figure 4.2: ***Respondents' Rating of the Efficiency of Records Management System (N = 25)***



Note: **Field Study (2026)**

The findings indicate that 48% of respondents considered the current records management system efficient, while 12% rated it as very efficient. This means that 60% of respondents had a positive perception of the existing system, suggesting that the school's records management practices provide some level of support for administrative activities and access to required information.

However, the findings also reveal that 32% of respondents considered the system inefficient, while 8% rated it as moderate. This indicates that a significant number of respondents continue to experience challenges related to records management. Although the existing system supports some organizational activities, weaknesses remain in areas such as records organization, storage, retrieval, and accessibility. These challenges may reduce efficiency by causing delays in accessing information required for daily operations and decision-making.

The findings suggest that the efficiency of the records management system is influenced by the school's continued dependence on manual recordkeeping practices. Manual systems may function effectively when records are few and easily controlled; however, as the volume of records increases, challenges such as misfiling, slow retrieval, and inadequate storage space become more common. This can negatively affect service delivery by delaying responses to students, staff, and management information needs.

These findings are supported by Asogwa (2012), who reported that inefficient records management systems contribute to delays in information retrieval and negatively affect

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institutional effectiveness. Similarly, Ngoepe and Van der Walt (2010) emphasized that effective records management requires proper systems, procedures, and technologies to ensure that records remain accessible, reliable, and useful for organizational decision-making. The current study therefore agrees with previous research by showing that weaknesses in records management systems can limit organizational performance.

The interview findings further supported the questionnaire responses. One staff member stated:

> "The system helps us keep important records, but locating specific files can sometimes take a long time because most records are stored manually." *(Interview conducted on 15 March 2026).*

Another respondent remarked:

> "There are occasions when files are misplaced or difficult to retrieve quickly, which affects the speed of providing services to students and staff." *(Interview conducted on 15 March 2026).*

The interview responses demonstrate that while the current records management system provides a basic structure for maintaining institutional information, operational challenges continue to affect its effectiveness. Delays in retrieving records can reduce staff productivity, slow administrative procedures, and negatively influence the quality of services provided by the school.

The findings directly address the objective of assessing the effectiveness of records management practices at Baobab Secondary School. Although the current system contributes to supporting school operations, the identified weaknesses indicate the need for improvement. Strengthening records organization, introducing more reliable retrieval mechanisms, and adopting electronic records management solutions would enhance efficiency, improve access to information, and support better organizational service delivery.

4.6 Experience of Difficulties in Retrieving Records When Needed

This section examines the extent to which respondents experience difficulties when retrieving records at Baobab Secondary School. Efficient retrieval of records is a key component of effective records management because it ensures that information can be accessed promptly to support decision-making, administrative activities, and service delivery.

Table 4.6: ***Respondents' Experience of Difficulties in Retrieving Records (N = 25)***

Respondents' Experience	Frequency	Percentage (%)

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Frequently	14	56
Sometimes	6	24
Rarely	4	16
Never	1	4
Total	**25**	**100%**

Note: **Field Study (2026)**

The findings indicate that 56% of respondents frequently experience difficulties when retrieving records, while 24% experience such challenges sometimes. In addition, 16% reported experiencing retrieval difficulties rarely, whereas only 4% indicated that they never experience such problems. These findings demonstrate that record retrieval is a significant challenge at Baobab Secondary School, with 80% of respondents experiencing difficulties either frequently or sometimes.

The high level of retrieval challenges suggests weaknesses in the organization, classification, storage, and accessibility of records. When records are not properly arranged or indexed, employees may spend excessive time searching for information, which reduces productivity and delays the delivery of administrative services. For example, delays in accessing student records, staff files, academic reports, or other institutional documents may affect activities such as registration, reporting, decision-making, and responding to information requests.

The findings are consistent with Asogwa (2012), who established that poor records management practices often result in difficulties in retrieving information, leading to delays and reduced organizational effectiveness. Similarly, Kemoni (2007) emphasized that proper records organization and retrieval procedures are necessary to ensure that institutions can access reliable information whenever required. The present findings therefore support previous studies by demonstrating that ineffective records management practices can negatively influence operational efficiency and service delivery.

The interview findings further confirmed the questionnaire results. One staff member explained:

> "When a file is urgently needed, it may take a long time to locate it because records are stored in different places and there is no quick retrieval system." *(Interview conducted on 15 March 2026).*

Another respondent stated:

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> "Sometimes we spend a lot of time searching for old records, especially when they have been misplaced or incorrectly filed." *(Interview conducted on 15 March 2026).*

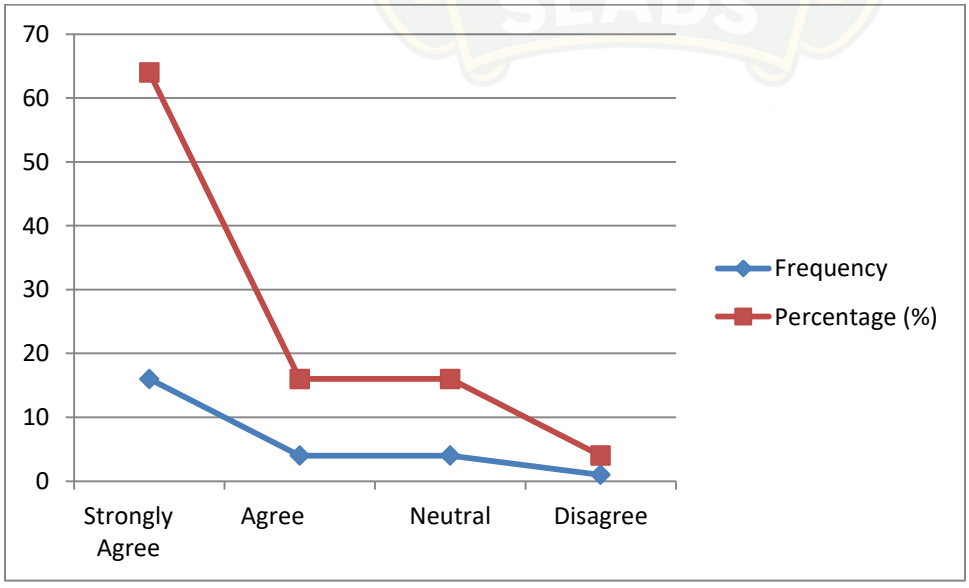
These responses indicate that retrieval difficulties are mainly associated with poor records organization and overdependence on manual recordkeeping systems. The absence of an efficient retrieval mechanism increases the possibility of misplaced files, delays access to important information, and affects the ability of staff to provide timely services.

The findings directly relate to the study objective of assessing the impact of inefficient records management on organizational service delivery at Baobab Secondary School. The results demonstrate that difficulties in retrieving records are among the major consequences of inefficient records management. Therefore, improving records classification, storage arrangements, indexing procedures, and introducing electronic records management systems would enhance accessibility, reduce delays, and improve the overall efficiency of service delivery.

4.7 Effects of Records Management Inefficiencies on Students' and Staff Satisfaction.

This section examines respondents' perceptions regarding whether inefficiencies in records management have affected the satisfaction of students and staff with services provided at Baobab Secondary School. Satisfaction with organizational services is often influenced by the speed, accuracy, and reliability with which information and services are provided.

Figure 4.3: ***Respondents' Views on the Effects of Records Management (N = 25)***



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Note: Field Study (2026)

The findings indicate that the majority of respondents perceived records management inefficiencies as having a negative effect on students' and staff satisfaction. Specifically, 64% of respondents strongly agreed and 16% agreed that poor records management affects service satisfaction, resulting in a combined total of 80% of respondents who acknowledged the existence of this challenge. Meanwhile, 16% of respondents remained neutral, and only 4% disagreed.

The high level of agreement suggests that weaknesses in records management directly influence the experience of service users within the school. Inefficient practices such as poor record organization, delays in retrieval, and missing or incomplete information may result in slow service provision and dissatisfaction among students and staff. For instance, students may experience difficulties when requesting academic documents, examination-related information, or other official records, while staff may face challenges when accessing administrative information required for their duties.

These findings are supported by Asogwa (2012), who found that poor records management practices reduce organizational efficiency by delaying access to information and affecting the quality of services provided to users. Similarly, Ngoepe and Van der Walt (2010) emphasized that reliable records management systems contribute to accountability, improved service delivery, and user satisfaction, while ineffective systems create operational challenges. The current findings therefore confirm that records management is not only an administrative function but also an important factor influencing stakeholder satisfaction.

The interview findings further supported the quantitative results. One respondent explained:

> "Students sometimes become dissatisfied when their records cannot be located quickly, especially during registration, examinations, or when they need official documents." *(Interview conducted on 15 March 2026).*

Another staff member stated:

> "Delays in retrieving records often affect service delivery, and this can lead to complaints from both students and staff who expect services to be provided promptly." *(Interview conducted on 15 March 2026).*

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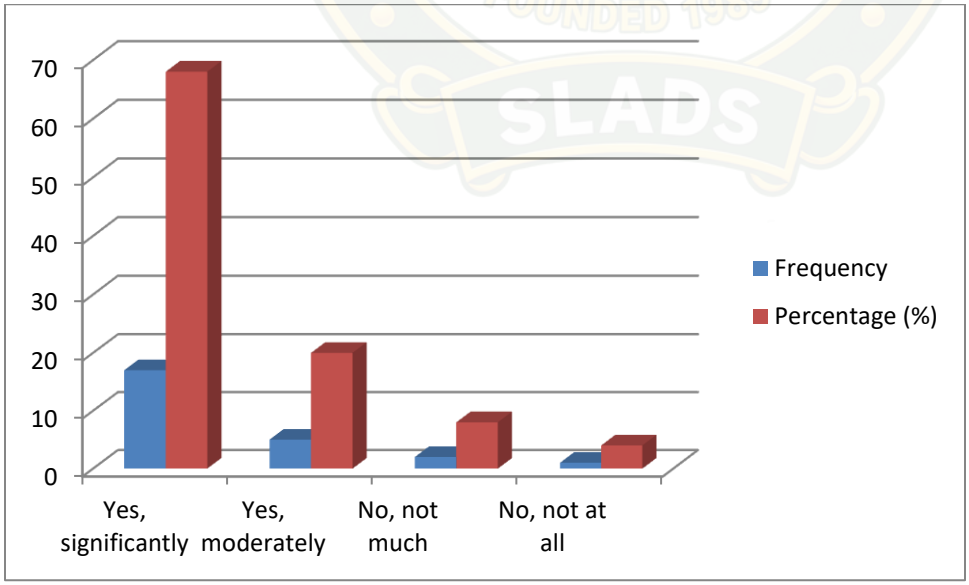
These responses demonstrate that records management inefficiencies have practical consequences for service quality. When records are unavailable or difficult to access, administrative processes become slower, increasing waiting times and reducing the institution's ability to respond effectively to the needs of students and staff.

The findings directly address the objective of determining the impact of inefficient records management on organizational service delivery at Baobab Secondary School. The results show that poor records management contributes to reduced satisfaction among service users by affecting the speed and reliability of services. Therefore, improving records management practices through better organization, timely updating, staff training, and adoption of electronic records systems would enhance service quality, increase stakeholder satisfaction, and improve overall organizational performance.

4.8 Impact of Inefficient Records Management on Decision-Making and Planning

This section examines respondents' views on whether inefficient records management affects decision-making and planning at Baobab Secondary School. Effective decision-making and planning depend on the availability of accurate, reliable, and timely information. Therefore, poor records management practices can hinder management's ability to make informed decisions and develop appropriate plans for the institution.

Figure 4.4: ***Respondents' Views on the Impact of Inefficient Records Management (N = 25)***



Note: **Field Study (2026)**

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The findings reveal that a large majority of respondents believed that inefficient records management affects decision-making and planning at Baobab Secondary School. Specifically, 68% of respondents indicated that the impact is significant, while 20% believed the impact is moderate. Combined, these findings show that 88% of respondents acknowledged that records management inefficiencies negatively influence managerial and administrative decisions within the school.

The results suggest that when records are incomplete, inaccurate, misplaced, or difficult to retrieve, school administrators may lack the information required to make timely and informed decisions. Effective planning in areas such as student enrollment, academic performance monitoring, resource allocation, budgeting, and staff management depends heavily on the availability of accurate records. Any weaknesses in records management may therefore reduce the quality of decisions and plans developed by the institution. The interview findings further supported these results. One respondent stated:

> *"..School management relies on records when making decisions, but delays in accessing important information sometimes affect the planning process and implementation of activities."* (Interview conducted on 15 March 2026).

Another respondent clarified:

> *"..Accurate records help management understand the school's needs. When records are missing or not updated, it becomes difficult to make appropriate decisions and future plans."* (Interview conducted on 15 March 2026).

These responses indicate that records serve as a critical source of information for administrative functions. Inefficiencies in recordkeeping can therefore create uncertainty, increase the likelihood of errors, and limit the effectiveness of organizational planning and decision-making processes.

The findings demonstrate that inefficient records management has a substantial impact on decision-making and planning at Baobab Secondary School. The fact that 88% of respondents perceived either significant or moderate effects highlights the importance of strengthening records management practices to ensure that school administrators have access to accurate and timely information needed for effective governance and service delivery.

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4.9 Perceptions on the Adoption of Digital/Electronic Records Management System

This section presents respondents' views on whether the adoption of a digital or electronic records management system would improve service delivery at Baobab Secondary School. The shift from manual to electronic records management is often associated with improved efficiency, faster information retrieval, better record security, and enhanced service delivery.

Table 4.9: ***Views on the Adoption of Digital Records Management System (N = 25)***

Respondents' Views	Frequency	Percentage (%)
Strongly Agree	15	60
Agree	5	20
Neutral	3	12
Disagree	1	4
Strongly Disagree	1	4
Total	**25**	**100**

Note: **Field Study (2026)**

The findings indicate that the majority of respondents (60%) strongly agreed that adopting a digital or electronic records management system would improve service delivery at Baobab Secondary School. An additional 20% agreed with the statement, bringing the total proportion of supportive responses to 80%. Meanwhile, 12% of respondents remained neutral, while only a small proportion (8% combined) disagreed or strongly disagreed.

These results suggest a strong positive perception among respondents regarding the potential benefits of digital records management systems. The high level of agreement indicates that most respondents recognize the limitations of the current system and believe that technology-based solutions could address existing challenges such as delays in retrieving records, misfiling, and inefficiencies in information access. The interview responses further supported these findings. One respondent stated:

> *"..If the school adopts a digital system, it will be easier and faster to access records, and this will improve how services are delivered to students and staff." (*Interview conducted on 15 March 2026).

The findings imply that the introduction of an electronic records management system could significantly improve the speed, accuracy, and reliability of record handling processes. This

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would, in turn, enhance administrative efficiency and improve the overall quality of service delivery within the school. Another respondent added:

> *"..Electronic records would reduce the problem of lost files and make it easier to manage and update information compared to the current manual system."* (Interview conducted on 15 March 2026).

These responses highlight the perceived advantages of electronic records management, particularly in improving accessibility, reducing delays, and minimizing errors associated with manual recordkeeping.

Inclusive, the findings reveal strong support for the adoption of a digital records management system at Baobab Secondary School. The results suggest that transitioning to electronic systems would significantly enhance service delivery and address many of the inefficiencies associated with the current manual records management practices.

4.10 Strategies for Improving Records Management at Baobab Secondary School

This section presents respondents' views on the strategies that could be adopted to improve records management practices at Baobab Secondary School. Effective records management requires appropriate skills, systems, policies, and continuous monitoring to ensure that records are properly created, stored, retrieved, and disposed of in line with organizational needs.

Table 4.10: ***Suggested Strategies for Improving Records Management (N = 25)***

Response	Frequency	Percentage (%)
Staff training on records management	6	24
Adoption of electronic filing systems	8	32
Regular updating and monitoring of records	6	24
Clear records retention policies	5	20
Total	**25**	**100**

Note: **Field Study (2026)**

The findings indicate that respondents proposed several strategies for improving records management at Baobab Secondary School. The most frequently suggested strategy was the adoption of electronic filing systems, as indicated by 32% of respondents. This suggests a strong belief that digitization would significantly enhance the efficiency, accuracy, and accessibility of records.

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Also, 24% of respondents recommended staff training on records management, while another 24% emphasized the importance of regular updating and monitoring of records. These responses highlight the need for capacity building and continuous supervision to ensure that records are properly managed and kept up to date.

Furthermore, 20% of respondents suggested the establishment of clear records retention policies. This indicates the importance of having structured guidelines that define how long records should be kept, how they should be stored, and when they should be disposed of in order to improve orderliness and accountability in records handling.

The findings suggest that improving records management at Baobab Secondary School requires a combination of technological, administrative, and policy-based interventions. While electronic systems are seen as a major solution, their effectiveness would depend on adequate staff training, consistent monitoring, and clear institutional policies. The results indicate that strengthening records management practices through integrated strategies would enhance efficiency, reduce operational challenges, and improve service delivery within the school.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the key findings, conclusions, and recommendations of the study on the assessment of the impact of inefficient records management on organizational service delivery at Baobab Secondary School. It also provides suggestions for improvement based on the findings and highlights areas for further study.

5.1 Summary of the Findings

The study aimed to assess the impact of inefficient records management on organizational service delivery at Baobab Secondary School. The findings revealed that although the school has some form of records management system, it is largely manual and only partially supported by electronic systems.

The study established that most records are managed through paper-based systems, which contribute to delays in retrieval, misfiling, and difficulties in accessing information when needed. It was also found that records are updated at different intervals, with some being updated daily while others are updated occasionally, indicating inconsistency in records maintenance practices.

Also, the findings showed that a significant number of respondents frequently experience difficulties in retrieving records, which negatively affects administrative efficiency. The study also revealed that inefficiencies in records management have a direct negative impact on both students' and staff satisfaction with school services.

Moreover, respondents confirmed that poor records management affects decision-making and planning processes within the school. Despite these challenges, respondents strongly believed that adopting a digital records management system would significantly improve service delivery. Suggested strategies for improvement included staff training, adoption of electronic filing systems, regular updating of records, and development of clear retention policies.

5.2 Conclusion

Based on the findings, the study concludes that inefficient records management significantly affects service delivery at Baobab Secondary School. The reliance on manual systems, lack of full digital integration, and inconsistent record maintenance practices contribute to delays in information access, reduced efficiency, and challenges in decision-making.

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The study further concludes that ineffective records management negatively impacts both staff and student satisfaction due to delays and difficulties in accessing important information. Therefore, improving records management systems is essential for enhancing organizational performance and service delivery in the school.

5.3 Recommendations

Based on the findings of the study, the following recommendations are made:

1. The school should adopt a fully electronic records management system to improve efficiency in record storage, retrieval, and sharing.
2. Regular training should be provided to staff on modern records management practices to improve skills and awareness.
3. The school should establish clear records management policies, including retention and disposal guidelines.
4. Management should ensure regular updating and monitoring of all institutional records to maintain accuracy and reliability.
5. Adequate resources should be allocated to support the improvement and modernization of the records management system.

5.4 Areas for Further Study

Future research should focus on assessing the implementation challenges of electronic records management systems in secondary schools. Additionally, similar studies can be conducted in other educational institutions to compare records management practices and their impact on service delivery.

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APPENDIX I

QUESTIONNAIRE GUIDE

Dear Respondent,

My name is John Ernest Wilfred, I am student at the School of Library, Archives and Documentation Studies Pursuing an Ordinary Diploma in Records and Archives Management, as part of academic obligation I am conducting a study titled "**An Assessment of the Impact of Inefficient Records Management on Organizational Service Delivery**" kindly I would like to ask you to participate in this study by responding to this questionnaire**.** This questionnaire is part of an academic study aimed at understanding ICT adoption in records management and its role in improving service delivery. Your participation is voluntary, and your responses will be treated with strict confidentiality. Kindly provide honest and accurate answers (✓) or write your response where applicable

Instructions:

Dear respondent,

This questionnaire is designed to gather information about the records management practices at Baobab Secondary School and their impact on service delivery. Your responses will be treated with strict confidentiality and used solely for academic purposes. Kindly answer all questions honestly.

Section A: Demographic Information

1. Name (optional): _____

i) Gender { }
ii) Male { }
iii) Female { }
iv) Other { }

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2. Age:

   i) 20–30 { }
   ii) 31–40 { }
   iii) 41–50 { }
   iv) 51 and above { }

3. Position/Role in the School: _____
4. Length of service at Baobab Secondary School:

   i) 1 year { }
   ii) 1–5 years { }
   iii) 6–10 years { }
   iv) 10 years { }

Section B: Current Records Management Practices

5.Does the school have a formal records management system in place?

   i) Yes { }
   ii) No { }
   iii) Partially { }

6.What type of records management system is primarily used

   i) Manual (Paper-based) { }
   ii) Electronic Digital { }
   iii) Both { }

7.What records are often updated and maintained?

   i) Daily { }
   ii) Weekly { }
   iii) Monthly { }
   iv) Occasionally { }

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v) Rarely { }

8.would you rate the efficiency of the current records management system

i) Very Efficient { }
ii) Efficient { }
iii) Moderate { }
iv) Inefficient { }
v) Very Inefficient { }

9.Have you experienced difficulties retrieving records when needed?
Frequently

i) Sometimes { }
ii) Rarely { }
iii) Never { }

10.Are records systematically organized and easily accessible?
Strongly Agree

i) Agree { }
ii) Neutral { }
iii) Disagree { }
iv) Strongly Disagree { }

Section C: Impact of Inefficient Records Management on Service Delivery

11.To what extent do inefficiencies in records management affect timely service delivery?

i) Very High { }
ii) High { }
iii) Moderate { }
iv) Low { }
v) Very Low { }

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12.How often does lost or misfiled documentation delay administrative processes?

i) Frequently { }
ii) Sometimes { }
iii) Rarely { }
iv) Never { }

13.Have inefficiencies in records management affected students' or staff's satisfaction with school services?

i) Strongly Agree { }
ii) Agree { }
iii) Neutral { }
iv) Disagree { }
v) Strongly Disagree { }

14.Do inefficient records impact decision-making and planning at the school?

i) Yes, significantly { }
ii) Yes, moderately { }
iii) No, not much { }
iv) No, not at all { }

15.How does inefficient records management affect communication within the school?

i) Strongly Negatively { }
ii) Negatively { }
iii) Neutral { }
iv) Positively { }
v) Strongly Positively { }

Section D: Recommendations and Best Practices

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16.Do you think adopting a digital/electronic records management system would improve service delivery?

i) Strongly Agree { }
ii) Agree { }
iii) Neutral { }
iv) Disagree { }
v) Strongly Disagree { }

17.What strategies could improve records management at Baobab Secondary School? (You may tick more than one)

i) Staff training on records management { }
ii) Adoption of electronic filing systems { }
iii) Regular updating and monitoring of records { }
iv) Clear records retention policies { }
v) Other { } (please specify): _____

18.In your opinion, what is the most critical area of records management that needs improvement?

i) ._____
ii) ._____
iii) ._____

19. What are the recommendation to you on how we can improve records management service delivery.

_____

_____

_____

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APPENDIX II

INTERVIEW GUIDE

RESEARCH TOPIC: AN ASSESSMENT OF THE IMPACT OF INEFFICIENT RECORDS MANAGEMENT ON ORGANIZATIONAL SERVICE DELIVERY: A CASE STUDY OF BAOBAB SECONDARY SCHOOL

Purpose of the Interview:

The purpose of this interview is to collect detailed insights from staff and administrators regarding the current records management practices at Baobab Secondary School and how inefficiencies affect service delivery.

Instructions for Respondents:

- Your responses are confidential and will be used only for academic purposes.
- Answer questions honestly based on your experience.
- There are no right or wrong answers.

Section A: Current Records Management Practices

1. Can you describe the records management system currently used at Baobab Secondary School?
2. How are records created, stored, and retrieved in the school?
3. What challenges do you face in managing or accessing records?
4. How frequently are records updated and maintained?
5. Are there any policies or guidelines in place for managing records effectively?

Section B: Impact on Service Delivery

1. In what ways do inefficiencies in records management affect the day-to-day operations of the school?
2. Can you give examples of situations where poor records management caused delays or errors in service delivery?

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3. How does inefficient records management affect decision-making, communication, or planning in the school?
4. Do these inefficiencies impact staff or student satisfaction? If yes, how

Section C: Recommendations and Best Practices

1. What strategies do you think could improve records management at Baobab Secondary School?
2. How feasible would it be to adopt electronic or digital records management systems?
3. What training or resources would help staff manage records more efficiently?
4. Are there examples of best practices from other institutions that the school could adopt?

Probing Tips for the Interviewer (Researcher responsibility)

- Ask follow-up questions like: *"Can you explain further?"* or *"Can you give an example?"* to get detailed responses.
- Observe non-verbal cues (hesitation, confidence) as they may indicate areas needing more clarification.
- Summarize responses occasionally to ensure accuracy.

Researcher Introduction Script

Use this at the beginning of each interview to set a professional and friendly tone:

"Good [morning/afternoon], my name is [Your Name], and I am a researcher conducting a study on records management at Baobab Secondary School. The purpose of this interview is to understand how records are managed in the school and how any inefficiencies might affect service delivery. Your responses will be treated with strict confidentiality and will only be used for academic purposes. There are no right or wrong answers, and your honest opinions and experiences are very important for this study. The interview should take approximately [X] minutes. Do you have any questions before we begin?"

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APPENDIX III

RESEARCH BUDGET

N/S	Items/ activities	Descriptions	Unity/quantity Tsh/=	Unity cost	Total cost
1	Stationary	Pen, notebook, folders	Lump sum	50,000	50,000
2	Printing and photocopies	Tools guide, proposal and reports	Lump cost	125,000	125,000
3	Binding	Proposal and report	Lump cost	35,000	35,000
4	Internet bundles and communication	Phone call, internet for data research coordination	Lump sum	15,000	15,000
5	Food	Lunch during data collection	Lump cost	60,000	60,000
6	Transport cost		Lump cost	50,000	50,000
7	**Grand Total**	**-**	**-**	**Total =**	**345,000**

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APPENDIX IV

RESEARCH TIMETABLE

ACTIVITIES	February 2026	Mar 2026	April 2026	May 2026	June	Julay & August
Writing of proposal						
Proposal Submission						
Preparation of research Tools						
Data collection						
Report Writing						
Report Submission						

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