SCHOOL OF LIBRARY ARCHIVES AND DOCUMENTATION STUDIES (SLADS)

A RESEARCH REPORT ON:

ASSESSING THE INFLUENCE OF RAPID TECHNOLOGICAL CHANGE ON RECORD MANAGEMENT PRACTICES IN PUBLIC INSTITUTIONS, A CASE STUDY OF THE TANZANIA REVENUE AUTHORITY (TRA) BAGAMOYO.

BY

REBECA MANGE JOSEPH

A Research Report Submitted to the School of Library, Archives and Documentation Studies as Partial Fulfilment for the Award of Ordinary Diploma in Records and Archives Management.

August, 2026

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CERTIFICATION

The undersigned certifies that they have read and hereby recommend for acceptance by the School of Library, Archives and Documentation Studies the research report entitled "Assessing the Influence of Rapid Technological Change on Record Management Practices in Public Institutions: A Case Study of the Tanzania Revenue Authority (TRA) Bagamoyo" in partial fulfilment of the requirements for the award of the Ordinary Diploma in Library, Records and Information Studies.

Mr. Samwel Madembo

Signature: ……

Supervisor

Date: …….

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DECLARATION

I, **Rebeca Joseph**, declare that this Report is my own original work and that it has not been presented and will not be presented to any other institution for any other diploma award.

Signature: ……

Date: ……

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DEDICATION

I dedicate this research report work to my beloved family, whose unwavering support and encouragement have been my constant source of strength throughout my academic journey.

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May the Almighty GOD bless them all.

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LIST OF ABBREVIATIONS

EFDMS:	Electronic Fiscal Device Management System
GDPR:	General Data Protection Regulation
iCIMS:	Integrated Customs Management System
ICT:	Information and Communication Technologies
IT:	Information Technology
SPSS:	Statistical Package for the Social Sciences
TRA:	Tanzania Revenue Authority
URT:	United Republic of Tanzania

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ABSTRACT

This study assessed the influence of rapid technological change on record management practices in public institutions, using the Tanzania Revenue Authority (TRA) Bagamoyo as a case study. Specifically, the study examined the influence of digital record systems on records management practices, assessed the impact of technological infrastructure and internet connectivity, and identified the challenges associated with managing records in a rapidly changing technological environment.

A mixed-methods research approach was employed using a descriptive case study design. Data were collected from 32 respondents selected through purposive and simple random sampling techniques. Questionnaires, semi-structured interviews, and observation checklists were used to gather quantitative and qualitative data. Quantitative data were analyzed using the Statistical Package for the Social Sciences (SPSS) through descriptive statistics, while qualitative data were analyzed using thematic analysis. **The findings revealed that** the adoption of digital record systems has significantly improved the efficiency, accessibility, retrieval, and security of records at TRA Bagamoyo. Technological advancements have enhanced the speed and quality of records management services; however, frequent technological changes have also introduced challenges, including inadequate staff training and difficulties in adapting to new technologies. These challenges affect the effective implementation and sustainability of digital records management practices.

The study concludes that although rapid technological change has positively transformed records management at TRA Bagamoyo, its full benefits can only be realized through continuous investment in technological infrastructure, regular staff capacity building, reliable internet connectivity, and effective change management strategies. **The study recommends** strengthening ICT infrastructure, providing continuous professional training, enhancing system integration, and developing comprehensive digital records management policies to improve the effectiveness and sustainability of records management practices in public institutions.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides the background of the study on assessing the influence of rapid technological change on record management practices in public institutions, with a specific focus on the Tanzania Revenue Authority (TRA) Bagamoyo. It covers the introduction and background to the study, the statement of the problem, objectives of the study, research questions, significance of the study, scope of the study, definition of key terms as well as the limitations of the study.

1.1 Background to the Study

The 21st century has witnessed an unprecedented acceleration in technological change, fundamentally transforming how organizations operate, communicate, and manage information. This rapid technological evolution, characterized by the proliferation of cloud computing, artificial intelligence, and advanced data analytics, has profound implications for record management practices across all sectors (Duranti & Rogers, 2022). In public institutions worldwide, the shift from traditional paper-based systems to sophisticated digital platforms represents not merely a change in tools but a paradigm shift in how records are created, stored, accessed, and preserved.

Globally, governments are increasingly adopting e-government initiatives that necessitate robust digital record management systems. In developed nations such as Estonia, the integration of blockchain technology for securing health records and legal documents demonstrates the potential of technological innovation in record keeping (Kattel & Mergel, 2021). These technological advances promise enhanced efficiency, accessibility, and transparency, yet they also present complex challenges

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related to system interoperability, data security, digital preservation, and the need for continuous staff upskilling.

In the African context, the technological transformation of record management practices is occurring within a unique socio-economic and infrastructural landscape. Countries like South Africa, Kenya, and Rwanda have made significant strides in digitizing public sector records, driven by national e-government strategies (Katuu, 2022). However, the rapid pace of technological change often outstrips the capacity of public institutions to adapt effectively. Ngoepe and Saurombe (2021) observe that while many African governments have adopted electronic records management systems, implementation is frequently hampered by inconsistent electricity supply, inadequate bandwidth, and a shortage of skilled IT professionals. The result is often a hybrid environment where digital and paper systems coexist, creating complexities in record keeping and retrieval.

Tanzania, like many of its African counterparts, is navigating these challenges. The government's commitment to digital transformation is evident through the National ICT Policy (2023) and various e-government systems (URT, 2023). Public institutions, including the Tanzania Revenue Authority (TRA), have been at the forefront of this transition. TRA has implemented sophisticated electronic systems such as the Electronic Fiscal Device Management System (EFDMS) and the Integrated Customs Management System (iCMS), which generate vast amounts of digital records daily (TRA, 2024). These technological advancements have fundamentally altered record management practices, shifting them from manual processing to automated, real-time data capture and storage.

The Tanzania Revenue Authority (TRA) Bagamoyo station serves as a critical node in the national tax administration system, handling records related to taxpayer registrations, tax returns, payments, audits, and customs declarations. The rapid technological changes introduced at TRA have profound implications for how these records are managed. While technology promises improved efficiency, it also

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introduces challenges related to data integrity, system downtime, cybersecurity threats, and the digital divide between technologically adept and less adept staff (Mrema & Mwinyi, 2024). Understanding how these rapid technological changes influence record management practices at TRA Bagamoyo is essential for optimizing the benefits of technology while mitigating its associated risks.

1.2 Statement of the Problem

Public institutions in Tanzania, including the Tanzania Revenue Authority (TRA), are under increasing pressure to modernize their operations through the adoption of rapidly evolving technologies. These technological changes, while offering significant potential for improved efficiency and service delivery, fundamentally disrupt established record management practices. The transition from manual, paper-based systems to sophisticated digital platforms is not seamless and often creates a complex operational environment with both intended and unintended consequences.

At TRA Bagamoyo, there are observable indications that rapid technological changes may be creating challenges for effective record management. Preliminary evidence suggests issues including system downtime disrupting access to taxpayer records, difficulties in integrating legacy data with new digital systems, concerns about data security, and challenges in staff adaptation to continuously evolving platforms (TRA Internal Reports, 2025). While technology is intended to enhance record management, the speed of change may be outpacing the institution's capacity to manage records effectively, potentially compromising data integrity, retrieval efficiency, and ultimately, the quality of tax administration services.

The problem is that there is limited empirical evidence specifically examining how rapid technological change influences record management practices at the operational level within Tanzanian public institutions. It remains unclear whether the technological transformations at TRA Bagamoyo are achieving their intended improvements in record management or whether they are introducing new challenges that undermine record keeping effectiveness. This study sought to assess this

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influence, identifying the specific ways in which technological change affects record management practices and proposing strategies to optimize the integration of technology with sound record management principles.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to assess the influence of rapid technological change on record management practices in public institutions, specifically focusing on the Tanzania Revenue Authority (TRA) Bagamoyo.

1.3.2 Specific Objectives

i. To determine the influence of the adoption of digital record systems on record management practices at TRA Bagamoyo.
ii. To assess the impact of technological infrastructure and internet connectivity on record management practices at TRA Bagamoyo.
iii. To evaluate the challenges hindering effective record management practices at TRA Bagamoyo.

1.4 Research Questions

i. How does the adoption of digital record systems influence record management practices at TRA Bagamoyo?
ii. What is the impact of technological infrastructure and internet connectivity on record management practices at TRA Bagamoyo?
iii. What challenges hinder effective record management practices at TRA Bagamoyo?

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1.5 Significance of the Study

To TRA Bagamoyo Management**:** The findings provide managers with a comprehensive understanding of how rapid technological changes are affecting record management practices. This evidence informs decisions regarding system upgrades, staff training, infrastructure investment, and process improvements.

To TRA Headquarters**:** The research contributes valuable insights from a field station perspective, informing national-level policy development and strategic planning for technology adoption and records management across all TRA offices.

To Records Management Professionals**:** The study highlights the evolving role of records professionals in technologically dynamic environments, identifying new competencies required and the changing nature of record management work in the digital age.

To the Academic Community**:** This research adds to the body of knowledge on the intersection of technological change and records management in public institutions within the Tanzanian context, serving as a reference for students and researchers.

To Policymakers: The findings provide evidence-based insights for policymakers developing frameworks for technology adoption and records management in public institutions, contributing to more effective e-government strategies.

1.6 Scope of the Study

The scope of this study focused on assessing the influence of rapid technological change on record management practices at the Tanzania Revenue Authority (TRA) Bagamoyo station. It examined the adoption of digital record systems, the impact of technological infrastructure and internet connectivity on record management, the challenges hindering effective record management practices, and potential solutions. The study involved TRA staff directly involved in record creation, management, and use, including records officers, tax officers, customs officers, IT personnel, and

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administrative managers. The geographical and institutional scope was limited to the TRA Bagamoyo station in the Coastal Region of Tanzania.

1.7 Limitations of the Study

Sensitivity of Taxpayer Records**:** Access to certain taxpayer records was restricted due to confidentiality protocols under the Tax Administration Act. Solution: The study focused on record management practices, processes, and staff perceptions rather than accessing specific taxpayer information. Formal authorization was obtained from TRA management, and all data was anonymized.

Potential for Response Bias**:** Staff may have been hesitant to discuss institutional challenges. **Solution:** Anonymity and confidentiality were guaranteed, and methodological triangulation (questionnaires, interviews, observation) was used to cross-verify responses.

Limited Time Frame: The duration for data collection was constrained by academic schedules. **Solution:** A strict, phased time management plan was adhered to, and data collection instruments were pre-tested and streamlined for efficiency.

Generalizability: As a case study, findings are specific to TRA Bagamoyo. **Solution:** Thick, contextual description was provided to allow for analytical transferability to similar contexts.

1.8 Definition of Key Terms

Rapid Technological Change: The accelerated pace at which new technologies emerge, evolve, and are adopted within organizations, often outpacing the capacity of institutions to adapt their practices and policies effectively (Duranti & Rogers, 2022).

Record Management Practices: The systematic and administrative activities involved in the creation, receipt, maintenance, use, and disposition of records,

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including processes for capturing and maintaining evidence of business activities (ISO 15489-1:2016).

Digital Record Systems: Computer-based systems designed to create, store, manage, and provide access to digital records, including electronic documents, databases, and specialized applications such as tax administration systems (Katuu, 2022).

Technological Infrastructure: The underlying physical and virtual hardware, software, networks, and facilities required for the operation of information technology systems, including servers, computers, and internet connectivity (Ngoepe & Saurombe, 2021).

Internet Connectivity: The ability to access and utilize the internet, encompassing aspects such as bandwidth availability, reliability, speed, and cost (Mrema & Mwinyi, 2024).

Public Institution: An organization established, funded, and operated by the government to provide services for the benefit of the public, such as TRA (URT, 2023).

Electronic Records: Records that are created, communicated, maintained, and stored digitally rather than in paper format (Duranti & Rogers, 2022).

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews existing scholarly works related to the influence of rapid technological change on record management practices, with a focus on public institutions and tax administration contexts. The review is structured according to the specific objectives of the study, covering the influence of digital system adoption, the impact of technological infrastructure, challenges hindering effective practices, and potential solutions.

2.1 conceptual review

A conceptual review explains the major concepts that guide a study and clarifies how they relate to one another. It enables the researcher to establish a common understanding of the variables under investigation and provides a foundation for interpreting the findings of the study. This study is guided by two major concepts: rapid technological change and records management practices. These concepts are closely related because changes in technology directly influence the manner in which organizational records are created, processed, stored, accessed, shared, protected, and preserved.

2.1.1 Concept of Rapid Technological Change

Rapid technological change refers to the continuous and accelerated development and adoption of new technologies that transform organizational operations, communication, and information management. According to Duranti and Rogers (2022), technological change includes innovations such as cloud computing, electronic document management systems, artificial intelligence, automation, and digital databases that improve efficiency in handling information. In public institutions, these technologies have significantly changed the methods used for creating, storing, retrieving, sharing, and preserving official records.

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In Tanzania, rapid technological change has supported the implementation of e-government services and digital platforms in various public institutions, including the Tanzania Revenue Authority (TRA). Systems such as the Electronic Fiscal Device Management System (EFDMS), Integrated Customs Management System (iCMS), and Taxpayer Information Management System (TIMS) have modernized tax administration by replacing many manual record management processes with electronic systems.

Influence of Digital Record Systems on Record Management Practices

The adoption of digital record systems represents one of the most significant technological changes affecting record management in contemporary organizations. According to Duranti and Rogers (2022), the transition from paper-based to digital record keeping fundamentally alters the nature of records, their creation processes, storage requirements, and access methods. Digital systems enable real-time record creation, automated metadata capture, and enhanced search capabilities that were impossible in manual systems.

In tax administration, the adoption of digital record systems has been transformative. Maseh and Katuu (2021) examined electronic tax systems in Kenya and found significant improvements in efficiency, reduced processing times, and enhanced accuracy of revenue collection data. Similarly, Ngoepe and van der Walt (2022) demonstrated that integrated tax administration systems enabled more sophisticated data analytics for audit selection and fraud detection.

However, the literature also reveals challenges. Katuu (2023) notes that many public institutions in Africa adopt digital systems without adequately addressing record management requirements, resulting in systems that capture data but fail to manage records according to archival principles. Shepherd and Yeo (2021) emphasize that digital system adoption requires corresponding changes in organizational culture, workflows, and staff competencies, which are often overlooked.

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At TRA specifically, Mrema and Mwinyi (2024) observe that systems such as EFDMS and iCMS have shifted record keeping from periodic manual submissions to continuous digital data flows, requiring new approaches to data validation, storage, and retrieval. However, they note challenges in integrating these systems with each other and with legacy databases.

2.2.2 Impact of Infrastructure and Connectivity on Record Management

Technological infrastructure and internet connectivity are foundational to effective digital record management. According to Ndenje-Sichalwe et al. (2023), the quality of technological infrastructure directly affects record management outcomes, including system availability, data accessibility, and user satisfaction.

In the African context, infrastructure challenges are particularly pronounced. Katuu (2022) documents how inconsistent electricity supply, inadequate bandwidth, and limited access to modern computing equipment constrain the effectiveness of digital record systems. Mosweu and Ngoepe (2023) found that unreliable internet connectivity was a primary factor in users' continued reliance on paper records even after digital systems were implemented.

Internet connectivity has emerged as a critical factor in contemporary record management. With increasing adoption of cloud-based systems and real-time data sharing, reliable internet access is no longer optional but essential (Duranti & Rogers, 2022). In Tanzania, Mrema and Mwinyi (2024) note that TRA operations are increasingly dependent on internet connectivity, yet connectivity challenges, particularly in field stations, can disrupt functions.

The literature also highlights the digital divide between urban headquarters and regional offices. Ngoepe and Saurombe (2021) observe that public institutions often concentrate technological investments in central locations, leaving field offices with inadequate infrastructure, creating disparities in record management capabilities.

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2.3.3 Challenges Hindering Effective Record Management in the Digital Era

Shortage of skilled personnel in digital records management**.** According to Katuu (2023), many public institutions continue to rely on employees who were originally trained to manage paper-based records. As organizations migrate towards electronic records management systems, these employees often lack adequate knowledge and technical competencies required to manage digital records effectively. The absence of continuous professional training further widens the knowledge gap as technologies continue to evolve rapidly. Consequently, poor management of electronic records may lead to loss of information, reduced efficiency, and failure to comply with records management standards.

Inadequate technological infrastructure**.** Effective electronic records management depends on reliable ICT infrastructure, including computers, servers, secure databases, electricity supply, internet connectivity, and backup facilities. According to Mosweu and Ngoepe (2023), many public institutions in developing countries experience unstable internet services, insufficient storage facilities, outdated computer equipment, and unreliable electricity. These limitations negatively affect system performance and reduce users' confidence in digital record systems. Similarly, Katuu (2022) argues that inadequate infrastructure limits the full implementation of electronic records management initiatives despite government investments in digital transformation.

Data security and privacy have also emerged as critical concerns in digital records management. Electronic records are highly vulnerable to cyber threats such as hacking, malware attacks, unauthorized access, identity theft, ransomware, and accidental deletion of information. Maseh and Katuu (2021) emphasize that institutions handling sensitive financial and personal information, including tax authorities, must establish strong cybersecurity measures to protect records from unauthorized disclosure or manipulation. Failure to safeguard electronic records may compromise confidentiality, integrity, and authenticity of organizational information.

System integration and interoperability remain another significant challenge. Public institutions frequently implement different information systems independently to support various operational functions. According to Ngoepe and van der Walt (2022), lack of interoperability between these systems creates fragmented records that are difficult to access,

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retrieve, and manage efficiently. Employees may be forced to enter similar information into multiple systems, increasing duplication, inconsistency, and the possibility of errors. Integrated systems are therefore necessary to ensure smooth information flow and improve records management efficiency.

Digital preservation and long-term access presents challenges because electronic records are susceptible to technological obsolescence. Shepherd and Yeo (2021) explain that rapid changes in software, hardware, storage media, and file formats may render electronic records inaccessible over time if appropriate preservation strategies are not implemented. Public institutions therefore need long-term digital preservation plans that include regular data migration, format conversion, backup procedures, and preservation metadata to guarantee continued accessibility of records.

Resistance to technological change and organizational culture also affects successful implementation of digital records management systems. According to Mosweu and Ngoepe (2023), some employees prefer traditional paper-based systems due to familiarity, fear of technology, inadequate computer skills, or concerns about increased workload. Such resistance often delays system implementation and reduces organizational productivity. Successful adoption therefore requires change management strategies, awareness campaigns, user participation, and continuous technical support.

Financial constraints further hinder effective records management practices**.** The implementation and maintenance of electronic records management systems require substantial financial investment for hardware, software licenses, cybersecurity infrastructure, staff training, maintenance, and system upgrades. Ndenje-Sichalwe et al. (2023) argue that many public institutions operate under limited budgets, making it difficult to invest adequately in modern technologies required for effective digital records management.

Inadequate records management policies and weak legal compliance affect the sustainability of electronic records management initiatives. Katuu (2022) notes that many institutions introduce digital technologies without reviewing existing policies and procedures to accommodate electronic records. As a result, inconsistencies arise regarding records creation, classification, retention schedules, disposal procedures, and preservation requirements.

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Strong institutional policies aligned with national legislation and international standards are therefore essential for effective records management.

2.4 Strategies for Addressing Challenges in Record Management

Continuous capacity building and professional training**.** According to Ndenje-Sichalwe et al. (2023), organizations should regularly train records officers, ICT personnel, and other employees on emerging technologies, electronic records management standards, cybersecurity, and digital preservation techniques. Continuous professional development ensures that employees possess the necessary competencies to manage digital records effectively and adapt to technological innovations.

Investment in modern Information communication and technology (ICT) infrastructure is another essential strategy. Public institutions should allocate adequate financial resources for purchasing modern computers, servers, cloud storage facilities, backup systems, high-speed internet connectivity, and reliable power supply. Ngoepe and Saurombe (2021) argue that strong technological infrastructure improves system reliability, enhances accessibility of electronic records, and minimizes operational interruptions caused by equipment failures or poor connectivity.

Institutions should also establish comprehensive information security frameworks to protect digital records**.** According to Maseh and Katuu (2021), security measures should include user authentication mechanisms, encryption technologies, regular security audits, firewalls, antivirus software, intrusion detection systems, disaster recovery plans, and routine data backups. Such measures help protect records from cyberattacks, unauthorized access, accidental loss, and data corruption.

Integrating records management requirements into the design and implementation of information systems. Katuu (2022) emphasizes that electronic records management should not be treated as an afterthought during technology implementation. Instead, records management principles should be incorporated during system development to ensure proper records creation, classification, retention, retrieval, preservation, and disposal throughout the records life cycle.

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Improving interoperability among organizational information systems is equally important. According to Ngoepe and van der Walt (2022), institutions should develop integrated information systems that facilitate seamless exchange of information across departments. System integration reduces duplication of records, improves consistency of information, enhances decision-making, and increases operational efficiency.

Develop comprehensive digital preservation strategies to guarantee long-term accessibility of electronic records. Shepherd and Yeo (2021) recommend adopting internationally recognized preservation standards, using sustainable file formats, conducting periodic migration of electronic records to newer technologies, maintaining preservation metadata, and implementing reliable backup procedures to minimize risks associated with technological obsolescence.

Strong institutional policies and legal frameworks also contribute significantly to effective records management. Maseh and Katuu (2021) Organizations should regularly review and update records management policies to accommodate technological developments and ensure compliance with national legislation and international standards. Well-developed policies provide clear guidance regarding records creation, storage, access, retention, disposal, and preservation, thereby promoting accountability and transparency.

2.3 Empirical Review

Several empirical studies have examined the influence of technological change on records management practices in public institutions are

Maseh and Katuu **(2021)** conducted a study in Kenya to examine the implementation of electronic tax systems in revenue administration. Using a mixed-methods research design involving questionnaires and interviews, the study found that digital technologies significantly improved records accuracy, efficiency, retrieval speed, and revenue collection. However, the study identified inadequate staff training and cybersecurity risks as major implementation challenges. Although the study focused on tax administration, it was conducted in Kenya, making it difficult to generalize the findings to Tanzania.

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Ngoepe and van der Walt (2022) carried out a study in South Africa to investigate the integration of digital information systems in public sector organizations. The study employed qualitative interviews among records managers and ICT professionals. Findings indicated that integrated digital systems enhanced records accessibility and organizational efficiency but were constrained by poor interoperability between different information systems. The study focused mainly on South African public institutions without specifically examining Tanzanian tax administration.

Ndenje-Sichalwe et al. (2023) conducted a study in Tanzania to assess digital transformation in public institutions. Using surveys and interviews involving government employees, the study established that technological infrastructure and staff competencies significantly influenced effective electronic records management. The study also identified inadequate ICT infrastructure, insufficient training, and limited financial resources as key obstacles. However, the study covered several public institutions generally and did not specifically investigate the Tanzania Revenue Authority.

Mosweu and Ngoepe (2023) conducted research in Botswana to examine the adoption of electronic records management systems within government institutions. Using qualitative interviews and document analysis, the study found that employee resistance to technological change, inadequate ICT infrastructure, and weak institutional support limited successful implementation of electronic records management systems. The researchers recommended continuous user training and effective change management practices. The study was conducted in Botswana, whose administrative environment differs from that of Tanzania.

Mrema and Mwinyi (2024) conducted a study in Tanzania to evaluate the implementation of digital tax administration systems within the Tanzania Revenue Authority. The study used interviews and document review to assess the effectiveness of systems such as the Electronic Fiscal Device Management System (EFDMS), Integrated Customs Management System (iCMS), and Taxpayer

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Information Management System (TIMS). Findings showed that these systems improved records accessibility, reduced manual record keeping, and enhanced service delivery. However, challenges including system integration, internet connectivity, and inadequate technical support continued to affect effective records management. The study mainly focused on digital tax administration at the national level and did not specifically examine the influence of rapid technological change on records management practices at TRA Bagamoyo.

2.5 Research Gap

This study aimed to fill this gap by conducting an in depth assessment at TRA Bagamoyo.Although previous studies have examined the relationship between technological change and records management practices in different countries and public institutions, there remains limited empirical evidence focusing specifically on the influence of rapid technological change on records management practices within Tanzania Revenue Authority field stations. Most previous studies have concentrated on national level public institutions, digital transformation, or electronic tax administration without specifically assessing how rapid technological changes affect records creation, storage, retrieval, security, preservation, and accessibility at the operational level. Furthermore, many studies were conducted outside Tanzania, making it difficult to generalize their findings to the Tanzanian context because of differences in policies, technological infrastructure, and institutional environments. Therefore, this study seeks to fill this knowledge gap by assessing the influence of rapid technological change on records management practices at Tanzania Revenue Authority (TRA) Bagamoyo, thereby providing context-specific evidence that may support improvements in records management within public institutions in Tanzania.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the methodology that was used in conducting the study on assessing the influence of rapid technological change on record management practices in public institutions, with specific reference to the Tanzania Revenue Authority (TRA) Bagamoyo. The chapter presents the research design, research approach, study area, target population, sample size, sampling techniques, types of data, methods of data collection, data collection instruments, data analysis procedures, validity and reliability of research instruments, research ethical considerations, and the chapter conclusion. The methodology was carefully selected to ensure that reliable and valid data were collected to achieve the objectives of the study.

3.1 Research Design

Research design refers to the overall plan or blueprint that guides a researcher in collecting, measuring, and analysing data in a systematic manner to answer research questions (Saunders et al., 2019). It provides a logical framework that links the research objectives with the methods used for collecting and analysing data. An appropriate research design enhances the validity and reliability of the findings by ensuring that the collected data adequately address the research problem. This study employed a descriptive case study research design.

3.1.1 Descriptive case study

A descriptive research design is used to describe the characteristics of a phenomenon, situation, or group without manipulating the study variables (Kothari & Garg, 2019). The case study design enabled the researcher to conduct an in-depth investigation of the influence of rapid technological change on record management practices within a

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real-life organizational setting. The design was considered appropriate because the study sought to assess existing digital record management practices, technological infrastructure, internet connectivity, and challenges associated with technological change at the Tanzania Revenue Authority (TRA) Bagamoyo. The design also allowed the researcher to obtain detailed information from respondents directly involved in records management activities.

3.2 Research Approach

Research approach refers to the general strategy used by a researcher to integrate different components of the study in a logical and systematic manner (Creswell & Creswell, 2018). Research approaches are generally classified into qualitative, quantitative, and mixed-method approaches. This study employed a mixed-methods research approach, combining both quantitative and qualitative methods.

3.2.1 The quantitative approach

Quantitative research focuses on collecting numerical data that can be analyzed statistically and involved semi-structured interviews and observation, allowing the researcher to obtain detailed explanations regarding the influence of rapid technological change on records management practices.

3.2.2 The qualitative approach

Qualitative research seeks to understand participants' experiences, opinions, and perceptions regarding a particular phenomenon (Bryman, 2016 enabled the researcher to collect measurable information through structured questionnaires administered to employees of TRA Bagamoyo.

The integration of quantitative and qualitative findings provided a comprehensive understanding of the research problem and enhanced the credibility of the study findings.

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3.3 Study Area

The study area refers to the geographical location where research is conducted and where the target population is found (Kumar, 2019). Selecting an appropriate study area is important because it enables the researcher to obtain relevant information required to address the research objectives.

This study was conducted at the Tanzania Revenue Authority (TRA) Bagamoyo Station, located in Bagamoyo District, Pwani Region, Tanzania. TRA is a government institution responsible for tax administration, revenue collection, customs administration, and the management of taxpayer information. TRA Bagamoyo was selected because it has significantly adopted digital technologies in carrying out its daily operations, including electronic tax administration systems and digital records management systems. The station provided a suitable environment for examining how rapid technological change influences records creation, storage, retrieval, accessibility, preservation, and overall records management practices within public institutions. Furthermore, accessibility of the study area and the availability of respondents with relevant experience made the area appropriate for the study.

3.4 Target Population

Target population refers to the entire group of individuals possessing common characteristics from whom the researcher intends to obtain information (Taherdoost, 2016). The target population should consist of people who possess adequate knowledge and experience concerning the phenomenon being investigated.

The target population for this study comprised staff members working at the Tanzania Revenue Authority (TRA) Bagamoyo whose responsibilities involve creating, managing, processing, storing, retrieving, or using official records during the execution of their daily duties. The population included Records Management Officers, Tax Officers, Customs Officers, Information Technology (IT) personnel,

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and Administrative Managers. These categories of employees were selected because they possess practical experience regarding the implementation of digital record systems and the challenges associated with technological changes in records management. According to institutional records, the total study population consisted of 50 employees.

3.5 Sample Size

Sample size refers to the number of respondents selected from the target population to represent the entire population during a research study (Kothari & Garg, 2019). Determining an appropriate sample size is important because it enhances the representativeness of the findings while minimizing the time and cost associated with studying the entire population.

In this study, a sample of 32 respondents was selected from the total population of 50 employees. The sample was considered adequate because it represented all categories of employees directly involved in records management activities at TRA Bagamoyo. The distribution of the sample is presented in Table 3.1.

Table 3.1: Distribution of Sample Size

S/N	Category of Respondents	Sampling Technique	Sample Size
1.	Administrative Managers	Purposive Sampling	5
2.	Information Technology Personnel	Purposive Sampling	5
3.	Tax Officers	Simple Random Sampling	12
4.	Customs Officers	Simple Random Sampling	5
5.	Records Management Officers	Simple Random Sampling	5
	TOTAL		**32**

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3.6 Sampling Techniques

Sampling technique refers to the procedure used to select respondents from the target population so that they adequately represent the entire population (Etikan & Bala, 2017). Appropriate sampling techniques improve the quality of research findings by ensuring that participants possess the required information relevant to the study. This study employed both probability and non-probability sampling techniques.

3.6.1 Probability Sampling

Probability sampling is a sampling technique in which every member of the target population has a known and equal chance of being selected (Taherdoost, 2016). Among the various probability sampling methods, this study employed simple random sampling to select Tax Officers, Customs Officers, and Records Management Officers. Simple random sampling was considered appropriate because it minimized selection bias and ensured that every eligible employee had an equal opportunity to participate in the study. This enhanced the representativeness and reliability of the quantitative findings.

3.6.2 Non-Probability Sampling

Non-probability sampling refers to a sampling method in which respondents are selected based on specific characteristics or professional knowledge rather than random selection (Etikan & Bala, 2017). In this study, purposive sampling was used to select Administrative Managers and Information Technology Personnel. These respondents were deliberately selected because of their strategic responsibilities in implementing digital technologies, managing information systems, supervising records management activities, and making institutional decisions regarding technological change. Their knowledge and experience provided detailed qualitative information that could not easily be obtained from other employees.

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3.7 Types of Data

Data refers to facts, figures, opinions, or information collected by a researcher to answer research questions and achieve the objectives of a study (Creswell & Creswell, 2018). Data may be obtained from primary or secondary sources depending on the nature of the research. In this study, both primary and secondary data were collected to provide comprehensive information on the influence of rapid technological change on records management practices at the Tanzania Revenue Authority (TRA) Bagamoyo.

3.7.1 Primary Data

Primary data refer to original information collected directly from respondents by the researcher for the specific purpose of the study (Kumar, 2019). Primary data are considered reliable because they are collected first-hand from individuals who possess relevant knowledge about the research problem.

In this study, primary data were collected from Administrative Managers, Information Technology Personnel, Tax Officers, Customs Officers, and Records Management Officers working at TRA Bagamoyo. The data were obtained through questionnaires, semi-structured interviews, and direct observation. These data provided information on the adoption of digital record systems, technological infrastructure, internet connectivity, staff adaptation to technological change, and the challenges affecting records management practices.

3.7.2 Secondary Data

Secondary data refer to information that has already been collected, analysed, and documented by other researchers or institutions for purposes other than the current study (Saunders et al., 2019). Secondary data help researchers understand the background of the problem, compare findings with previous studies, and strengthen the discussion of results.

For this study, secondary data were obtained through documentary review of books, academic journals, government reports, institutional publications, policies,

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legislation, conference proceedings, and previous research studies related to records management, digital transformation, information technology, and public administration.

3.8 Methods of Data Collection

Data collection refers to the systematic process of gathering information from respondents or other relevant sources to answer research questions (Creswell & Creswell, 2018). Appropriate data collection methods improve the accuracy, reliability, and validity of research findings.

This study employed three methods of data collection, namely questionnaires, interviews, and observation.

3.8.1 Questionnaire Method

A questionnaire is a research instrument consisting of a series of written questions used to collect information from respondents (Kothari & Garg, 2019). Questionnaires are suitable for collecting data from many respondents within a relatively short period while ensuring consistency of responses.

Structured questionnaires containing both closed-ended and open-ended questions were administered to Tax Officers, Customs Officers, and Records Management Officers at TRA Bagamoyo. Closed-ended questions enabled the collection of quantitative data that could easily be analysed statistically, while open-ended questions allowed respondents to express their opinions regarding technological changes and records management practices. The questionnaire collected information relating to digital records management systems, technological infrastructure, internet connectivity, staff competencies, and challenges affecting records management.

3.8.2 Interview Method

An interview is a method of collecting data through direct communication between the researcher and respondents (Bryman, 2016). Interviews enable researchers to

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obtain detailed explanations, opinions, and experiences that may not be captured through questionnaires.

This study employed semi-structured interviews with Administrative Managers and Information Technology Personnel at TRA Bagamoyo. Semi-structured interviews provided flexibility for the researcher to ask additional questions whenever clarification was required. The interviews generated in-depth information regarding institutional technological changes, implementation of digital record systems, challenges encountered, policy implementation, and future strategies for improving records management practices.

3.8.3 Observation Method

Observation refers to the systematic process of watching, examining, and recording events or conditions as they naturally occur within the study environment (Kothari & Garg, 2019). Observation enables researchers to verify information obtained from other sources.

In this study, the researcher used a structured observation checklist to assess the availability and condition of ICT infrastructure supporting records management. Particular attention was given to the availability of computers, servers, digital records management systems, internet connectivity, backup facilities, security measures, and records storage environments. Observation helped verify whether the existing technological facilities supported effective records management practices at TRA Bagamoyo.

3.9 Data Collection Instruments

Data collection instruments refer to the tools used by researchers to collect information from respondents (Kumar, 2019). Appropriate instruments ensure that relevant and accurate information is obtained.

The study used three data collection instruments:

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3.9.1 Questionnaire Guide

A structured questionnaire guide was prepared to collect quantitative information from employees involved in records management activities. The questionnaire consisted of demographic questions together with Likert-scale and open-ended questions addressing the study objectives.

3.9.2 Interview Guide

An interview guide containing predetermined questions was prepared to facilitate interviews with Administrative Managers and Information Technology Personnel. The guide ensured consistency during interviews while allowing flexibility to probe further whenever necessary.

3.9.3 Observation Checklist

An observation checklist was developed to record the physical availability and operational condition of technological facilities used in records management. The checklist assisted the researcher in verifying the information collected through questionnaires and interviews.

3.10 Data Analysis Procedures

Data analysis refers to the process of organizing, coding, summarizing, and interpreting collected information in order to answer research questions and achieve the objectives of the study (Creswell & Creswell, 2018).

Quantitative data collected through questionnaires were checked for completeness, coded, and entered into the Statistical Package for the Social Sciences (SPSS) Version 28 for analysis. Descriptive statistics, including frequencies, percentages, tables, charts, and graphs, were used to present the findings.

Qualitative data collected through interviews and observation were transcribed, organized according to emerging themes, coded, and analysed using thematic analysis. The analysed qualitative findings were integrated with quantitative results

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to provide a comprehensive interpretation of the influence of rapid technological change on records management practices at TRA Bagamoyo.

3.11 Validity and Reliability of Research Instruments

3.11.1 Validity

Validity refers to the extent to which a research instrument measures what it is intended to measure (Kothari, 2014). Valid research instruments improve the credibility and accuracy of research findings.

To ensure validity, the questionnaire, interview guide, and observation checklist were reviewed by the research supervisor and other experts in records management before data collection. Their comments and recommendations were incorporated to improve clarity, relevance, and consistency of the instruments with the research objectives.

3.11.2 Reliability

Reliability refers to the consistency of a research instrument in producing similar results when administered repeatedly under similar conditions (Bryman, 2016).

To ensure reliability, the research instruments were pre-tested through a pilot study involving respondents with characteristics similar to those of the study population but who were not included in the final sample. Feedback obtained during the pilot test helped improve wording, eliminate ambiguities, and enhance the consistency of the instruments before actual data collection commenced.

3.12 Research Ethical Considerations

Research ethics refer to the moral principles that guide researchers in conducting studies responsibly while protecting the rights, dignity, and welfare of participants (Resnik, 2020).

Before conducting the study, the researcher obtained a research introduction letter from the School of Library, Archives and Documentation Studies (SLADS) and sought permission from the management of the Tanzania Revenue Authority (TRA)

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Bagamoyo. Participation in the study was voluntary, and informed consent was obtained from all respondents before data collection.

Respondents were informed about the purpose of the study, the expected duration of participation, and their right to withdraw at any stage without any negative consequences. Confidentiality and anonymity were maintained by ensuring that respondents' names were not recorded in any research document. Information collected during the study was used strictly for academic purposes and stored securely using password-protected electronic devices and secure storage facilities. The researcher also adhered to institutional research ethics and respected all organizational procedures governing access to official information.

3.13 Conclusion

This chapter has presented the methodology used in conducting the study on the influence of rapid technological change on records management practices at the Tanzania Revenue Authority (TRA) Bagamoyo. The chapter described the research design, research approach, study area, target population, sample size, sampling techniques, types of data, methods of data collection, data collection instruments, data analysis procedures, validity and reliability of research instruments, and research ethical considerations. The methodology provided a systematic framework for collecting reliable and valid data that addressed the objectives of the study and laid the foundation for the presentation and analysis of findings in the next chapter.

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CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

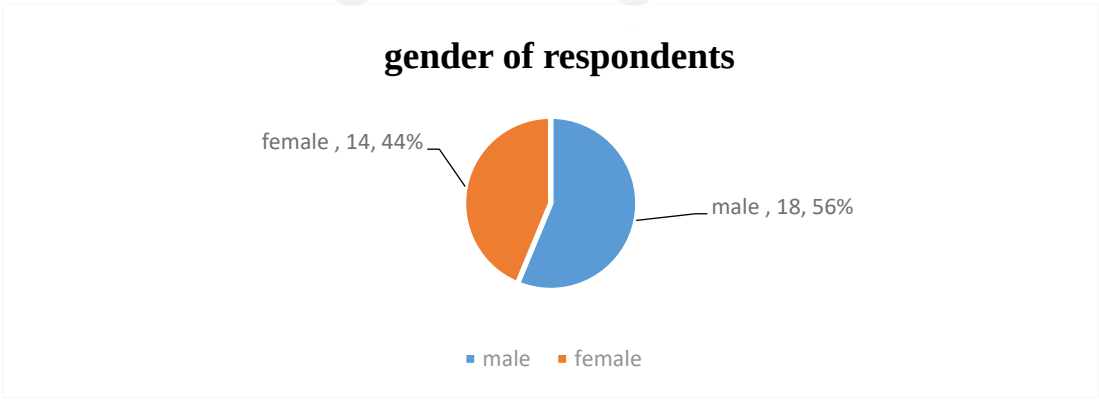
4.1 Introduction

This chapter presents the analysis of data obtained from the study assessing the influence of rapid technological change on record management practices at TRA Bagamoyo. The results are presented in tabular and graphical forms. Data were collected from 32 respondents using questionnaires, interviews, and observation.

4.2 Demographic Information of Respondents

The purpose of this section was to establish the demographic characteristics of respondents who participated in the study. Understanding respondents' backgrounds helps assess the representativeness of the sample and provides context for interpreting the findings related to digital record management at TRA Bagamoyo.4.2.1 The study collected the respondents' gender information from 32 intended respondents by this study. The intention of collecting gender information was to determine whether respondents were fairly represented by sex and to assess the diversity of perspectives captured in the study. The responses were as presented in Figure 4.1 below

Figure 4. 1: Distribution of respondents by gender (N=32)



Source: Field data (2026)

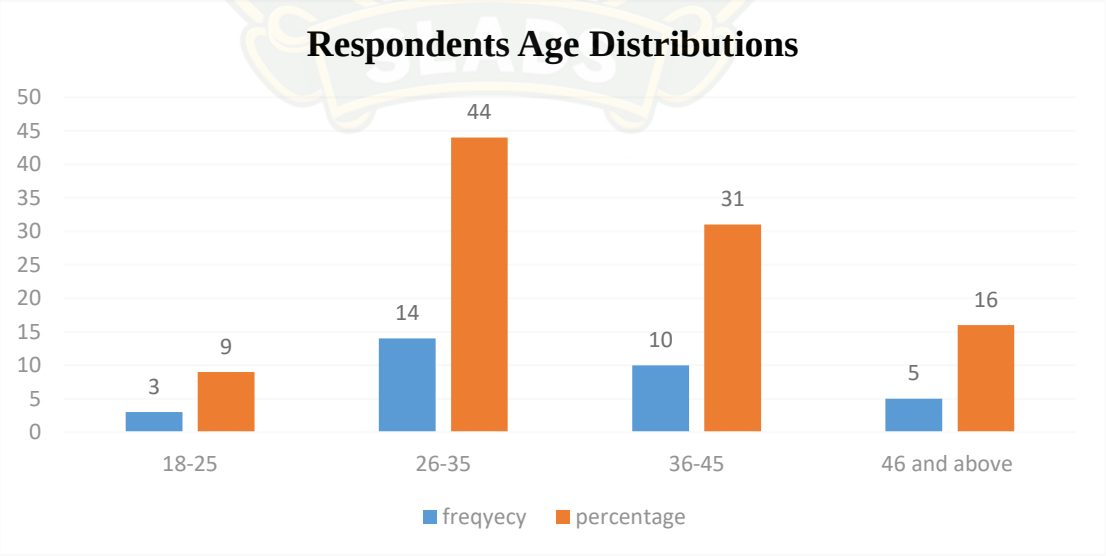
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Figure 4.1 indicates that 18 (56%) of the respondents were male while 14 (44%) were female. The relatively balanced representation of both male and female respondents suggests that the findings of this study reflect perspectives from both genders, thereby reducing the possibility of gender bias in the collected data. Since records management practices and the use of digital technologies at TRA are not restricted to one gender, the inclusion of respondents from both sexes enhanced the reliability of the findings. The results further imply that both male and female employees actively participate in records management activities and experience similar technological changes within the institution.

4.2.1 Respondents by age

The study collects the respondents Age information from 32 intended respondent by this study. The intention of collecting age information was to ensure that the response for the study consider all levels of age groups and to relate the dominance age group of the respondents in our study. The response was as presented in Figure 4.2 below

4.2: Respondent age (N=32).



Source: Field data (2026)

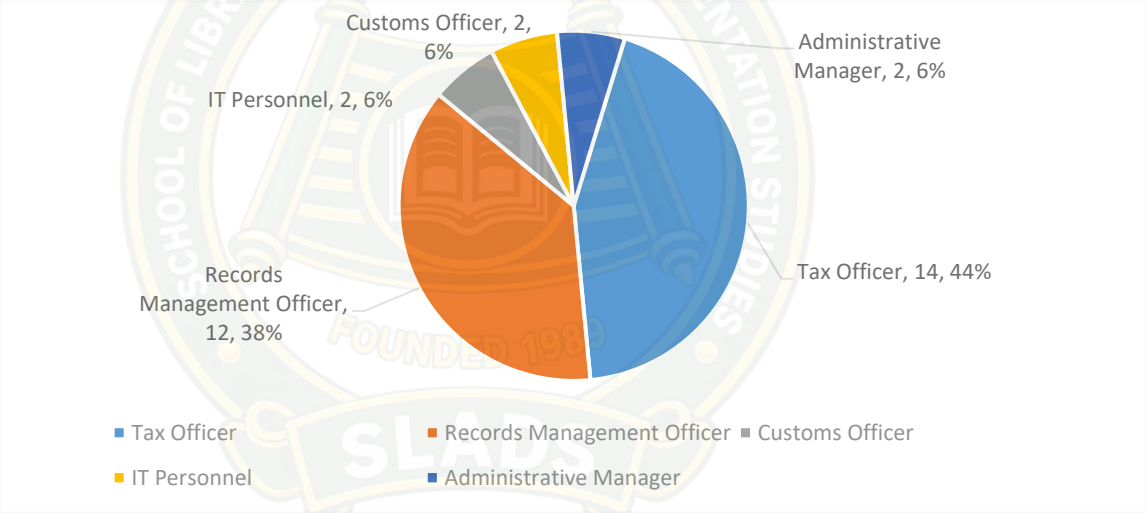
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Figure 4.2 indicates that the majority of respondents (44%) were aged 26-35, followed by those aged 36-45 (31%). This suggests a relatively young workforce, which is advantageous for technological adaptation, Maseh and Katuu (2021).

4.2.3 Departments of respondents

The study collected the respondents' department information from 32 respondents in this study. The intention of collecting department information was to ensure that the responses for the study consider all important departments in relation to the study. The responses are presented in Figure 4.3 below

Figure 4. 2: Distribution by position/department (N=32)



Source: Field data (2026)

Figure 4.3 and 4.4 show that a large portion of respondents for this study were tax officers, who were exactly the target based on this study title, who were 14 or 44% of all respondents, followed by record management, 12 or 38%, IT personnel, administrative and customs officers, and the remaining 6, equal to 18% of all respondents this indicate that the majority of respondent were exactly the ones target

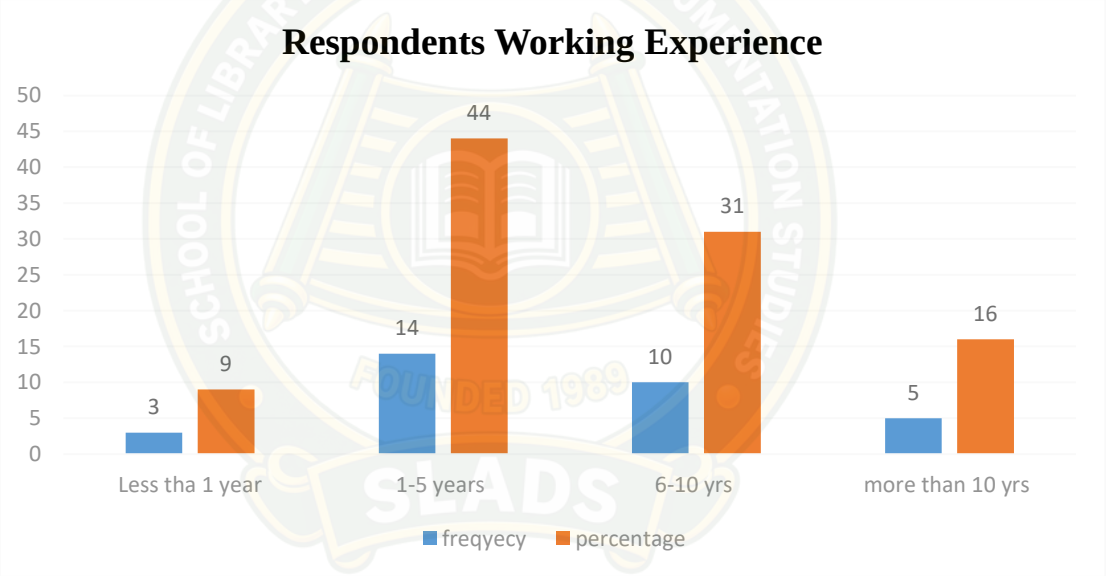
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by the study and some from other department's to give the balance of the collected data from all angle of TRA Bagamoyo offices

4.2.4 Working Experience

The study collected the respondents' working experience information from 32 respondents in this study. The intention of collecting working experience information was to know the level of experience of the respondents in relation to the study. The responses are presented in Figure 4.4 below:

Figure 4.4: Distribution of respondent base on working experience N=32



Source: Field data (2026)

Figure 4.4 indicates that the majority of respondents (44%) were aged 1-5 followed by those aged 6-10 (31%), while only 16% were aged 10 years and above. The youngest age bracket 1 year constituted the smallest proportion at 9%.

4.3: Adoption of Digital Record System at TRA Bagamoyo

The study intends to know the adoption of records keeping system at TRA Bagamoyo council office in influencing rapid of technological change in records

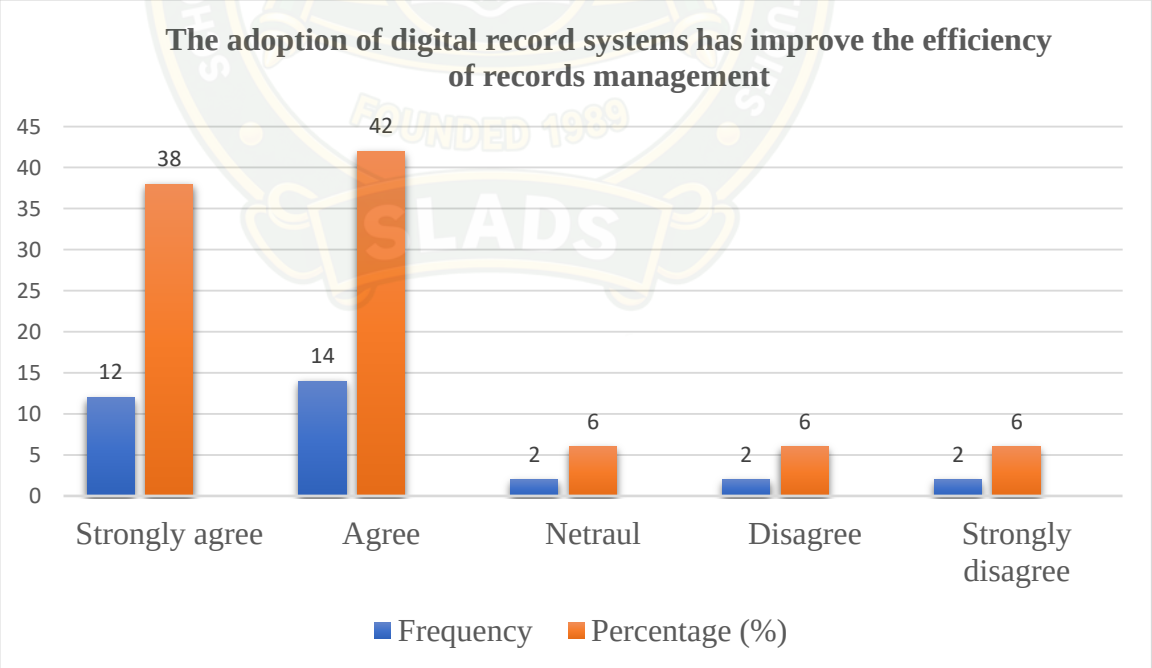
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management practices. To know this the study, formulate three questions which are; The adoption of digital record systems has improved the efficiency of records management at TRA Bagamoyo Branch. Digital record systems have enhanced the retrieval and accessibility of records and The adoption of digital record systems has reduced the loss and duplication of records. The response were as follows:

4.3.1 The adoption of digital record systems has improved the efficiency of records management at TRA Bagamoyo Branch

The study intended to know if the adoption of digital records keeping system at Bagamoyo district council improve efficiency of records management, the respondents were with the statement to agree or disagree and the response were as presented in Figure 4.5 below

Figure: 4.5. The adoption of digital record in improving efficiency of records management



Source of field data 2026

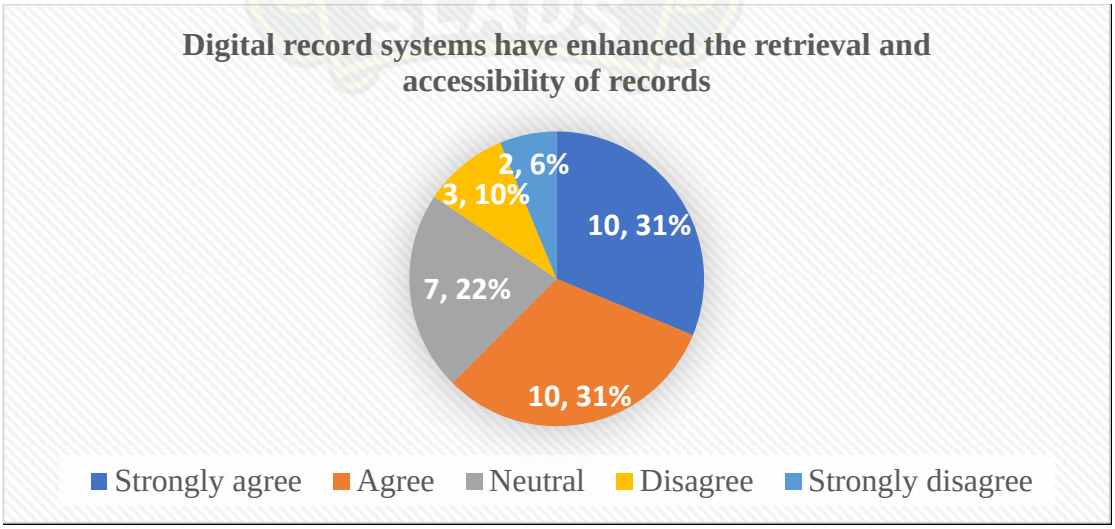
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Figure 4.5. The findings show that out of 32 respondents, 14 respondents (42%) agreed and 12 respondents (38%) strongly agreed that the adoption of digital record systems has improved the efficiency of records management at TRA Bagamoyo. In contrast, 2 respondents (6%) were neutral, while 2 respondents (6%) disagreed and another 2 respondents (6%) strongly disagreed. Overall, 26 respondents (81.3%) agreed or strongly agreed with the statement.

This indicates that the adoption of digital record systems has positively contributed to improving the efficiency of records management at TRA Bagamoyo. Digital systems have helped to simplify record management activities, reduce the time required to handle records, and improve the

4.3.2 Enhancement of digital record systems in easily retrieval and accessibility of records system.

The study intended to know if digital record systems enhance the retrival and accessibility of records system at Bagamoyo district council, the respondents were provided with the statement to agree or disagree on whether digital records keeping system they use enhance easily retrieval and accessibility of records and the response were as presented in Figure 4.5 below



Source of data 2026

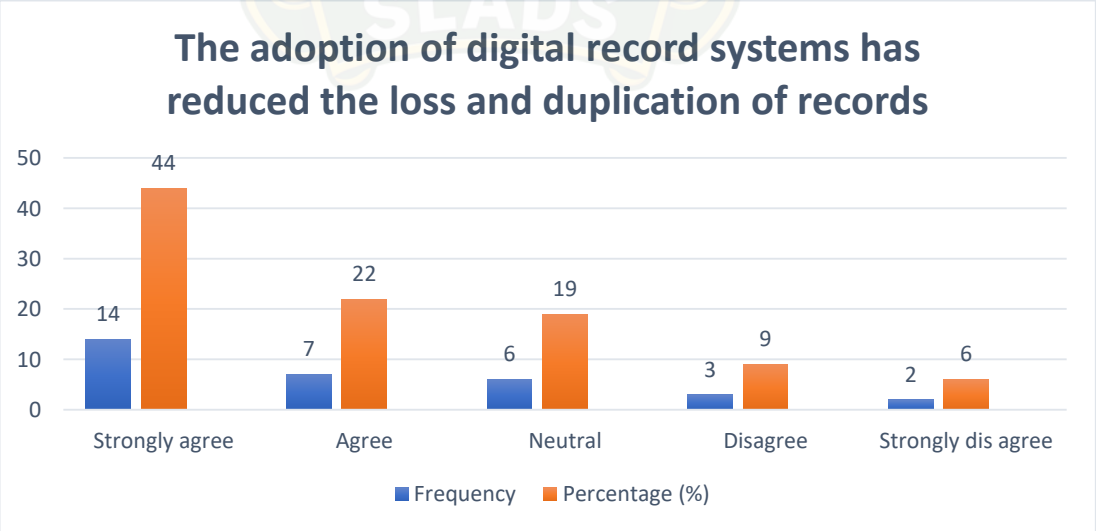
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Figure 4.6 The findings indicate that 10 respondents (31%) strongly agreed and 10 respondents (31%) agreed that digital record systems have enhanced the retrieval and accessibility of records. Furthermore, 7 respondents (22%) were neutral, while 3 respondents (9%) disagreed and 2 respondents (6%) strongly disagreed. In total, 20 respondents (62.6%) agreed or strongly agreed that digital record systems have improved the retrieval and accessibility of records.

These findings suggest that digital record systems have made it easier and faster for staff to search for and access records when needed. However, the relatively high number of neutral respondents may indicate that some employees have limited experience with digital record systems or are uncertain about their effectiveness.

4.3.3 The adoption of digital record system in reducing loss and duplication of records.

The study intended to know if adoption of digital record systems has contribute in reducing loss and duplications of records at Bagamoyo district council, the respondents were provided with the statement to agree or disagree on whether the adoption of digital records system contribute in reduce loss and duplication of records and the response were as presented in Figure 4.5 below



Source of field data 2026

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Figure 4.7, the findings show that 14 respondents (44%) strongly agreed and 7 respondents (22%) agreed that the adoption of digital record systems has reduced the loss and duplication of records. Moreover, 6 respondents (18%) were neutral, while 3 respondents (9%) disagreed and 2 respondents (6%) strongly disagreed. Overall, 21 respondents (65.7%) agreed or strongly agreed with the statement.

This indicates that digital record systems have contributed to reducing the loss and unnecessary duplication of records at TRA Bagamoyo. Digital systems may improve the organization, tracking, storage, and control of records, thereby reducing the possibility of records being misplaced or duplicated.

4.4: Impact of Technological Change in records management practices.

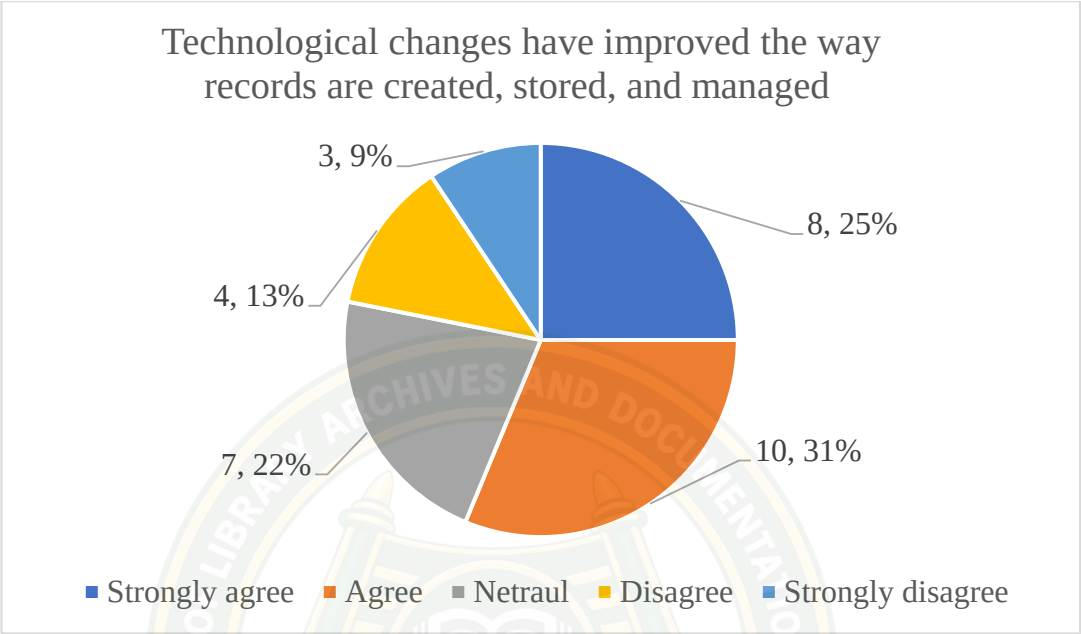
The second objective of the study was to assess the impact of technological change in records management practices at TRA in Bagamoyo District Council. To understand this the study asked respondents three questions, which were as follows: Frequent technological changes have improved the way records are created, stored, and managed at TRA Bagamoyo Branch. Staff can adapt quickly to new technologies introduced for records management and Technological changes have increased the speed and quality of records management services at TRA Bagamoyo Branch. The response were as follows:

4.4.1 Contribution of technological changes in improving the creation of records

The study intended to know whether technological changes improve the records creation process at Bagamoyo District Council; the responses were as presented in Figure 4. below

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Figure 4.8 Contribution of technological changes in improving the creation, storage and management of records



Source of field data 2026

Figure 4.8 shows that 10 respondents (31%) agreed and 8 (25%) strongly agreed that frequent technological changes have improved the way records are created, stored, and managed at TRA Bagamoyo. In addition, 7 respondents (22%) were neutral, 4 (13%) disagreed, and 3 (9%) strongly disagreed. In total, 18 respondents (56.3%) agreed or strongly agreed with the statement.

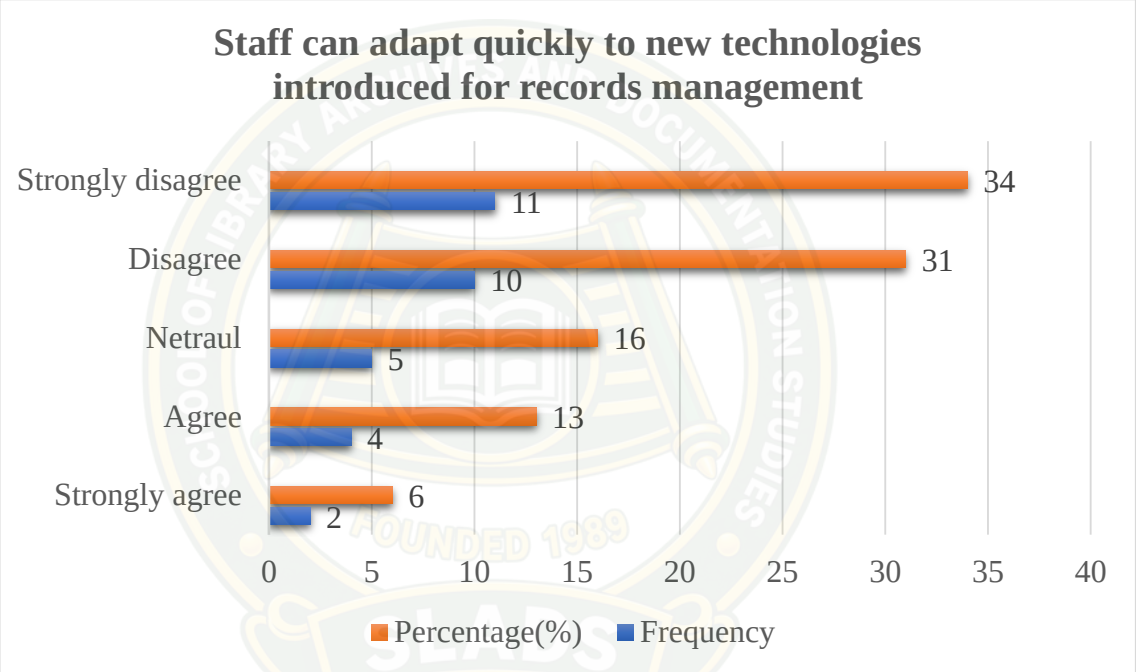
This suggests that technological changes have generally improved record creation, storage, and management practices. However, the presence of neutral and negative responses indicates that the benefits of technological changes may not be experienced equally by all employees.

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4.4.2 Staff can adapt quickly to new technologies introduced for records management

The study intended to know whether staff at TRA Bagamoyo District Council can adapt quickly to new technology introduced in managing records; the responses were as presented in Figure 4.9 below

Figure 4.9: Staff can adapt quickly to new technologies.



Source of field data 2026

Figure 4.9 the findings indicate that 11 respondents (34%) strongly disagreed and 10 respondents (31%) disagreed that staff can adapt quickly to new technologies introduced for records management. Furthermore, 5 respondents (16%) were neutral, while only 4 respondents (13%) agreed and 2 respondents (6%) strongly agreed. Overall, 21 respondents (65.7%) disagreed or strongly disagreed with the statement, while only 6 respondents (18.8%) agreed or strongly agreed.

These findings indicate that many staff members experience difficulties in adapting quickly to new technologies. This may be associated with inadequate training,

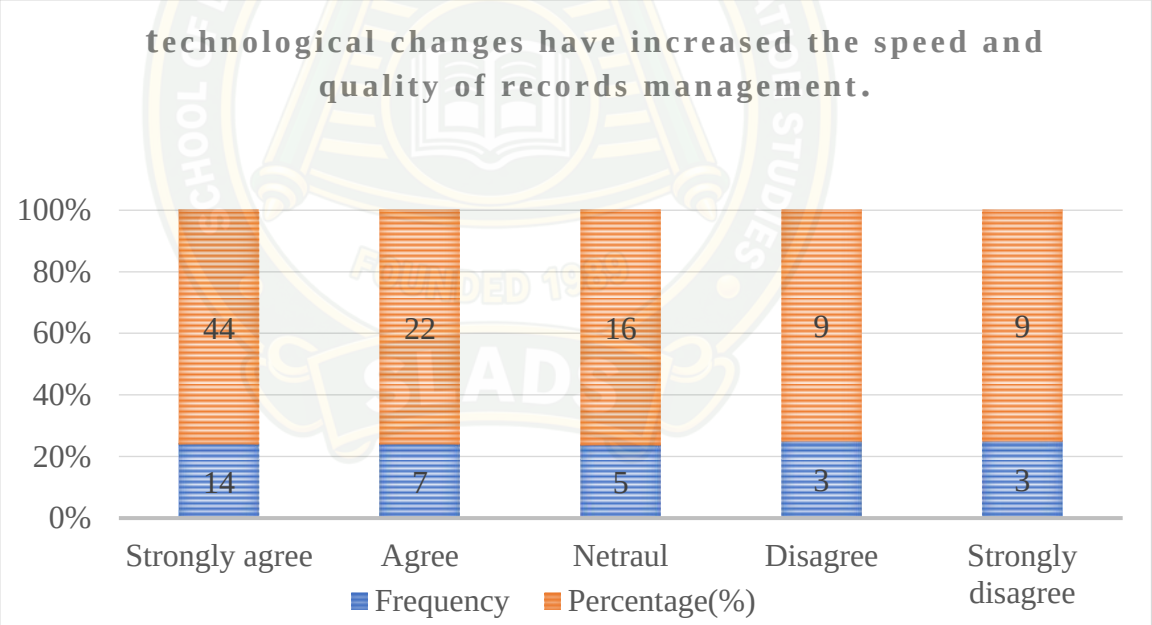
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limited technical knowledge, insufficient support, or the frequent introduction of new technological systems. Therefore, continuous training and technical support are important to help employees adapt effectively to new record management technologies.

4.4.3 Technological changes in records keeping system increasing speed and quality of records management services

The study intends to know whether the technological change at TRA Bagamoyo District Council has impacted the issue of speed and quality of records management services. The responses were as follows:

Figure:4.10 The influence of technological change on effective access to records.



Source of field data 2026

Figure 4.10. The findings show that 14 respondents (44%) strongly agreed and 7 respondents (22%) agreed that technological changes have increased the speed and quality of records management at TRA Bagamoyo. In addition, 5 respondents (16%) were neutral, while 3 respondents (9%) disagreed and another 3 respondents (9%)

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strongly disagreed. Overall, 21 respondents (65.7%) agreed or strongly agreed with the statement.

The findings indicate that technological changes have contributed to faster and improved records management services. The use of technology may reduce the time required to create, process, store, retrieve, and share records, thereby improving the quality and efficiency of services.

4.5: Challenges Associated with Rapid Technological Change in Managing Records at TRA Bagamoyo District Council

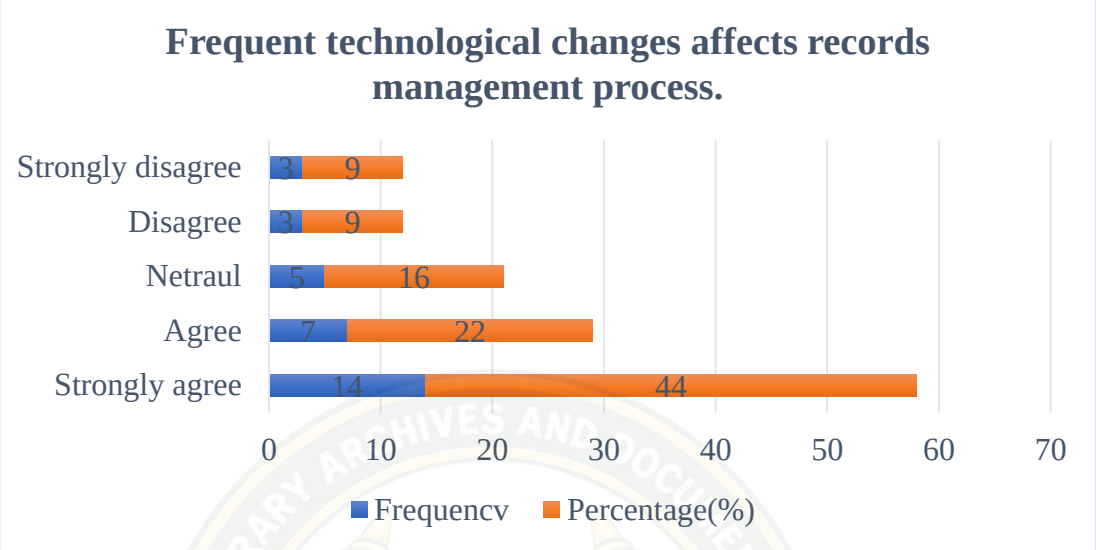
The third objective of the study was to assess the challenges associated with rapid technological change in records management practices at TRA Bagamoyo District Council Office. To understand this, the study created three questions as follows: Frequent technological changes affect records management practices. Inadequate training limits employees' ability to effectively use new records management technologies. Resistance to technological change affects effective records management practices at TRA Bagamoyo Branch.

4.5.1 Effect of frequent technological change in managing records.

To understand the challenges associated with rapid technological change in managing records, the study asked whether frequent technological change can affect the records management process. The responses were as presented in Figure 4.11 below:

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Figure 4.11: Effect of frequent technological change in managing records.



Source of field data 2026

Figure 4.11: The findings reveal that 14 respondents (44%) strongly agreed and 7 respondents (22%) agreed that frequent technological changes make it difficult for staff to keep up with new records management procedures. Furthermore, 5 respondents (16%) were neutral, while 3 respondents (9%) disagreed and another 3 respondents (9%) strongly disagreed. In total, 21 respondents (65.7%) agreed or strongly agreed with the statement.

This indicates that frequent technological changes are a major challenge for employees at TRA Bagamoyo. Staff may require sufficient time, training, and technical support to understand and use new systems and procedures effectively.

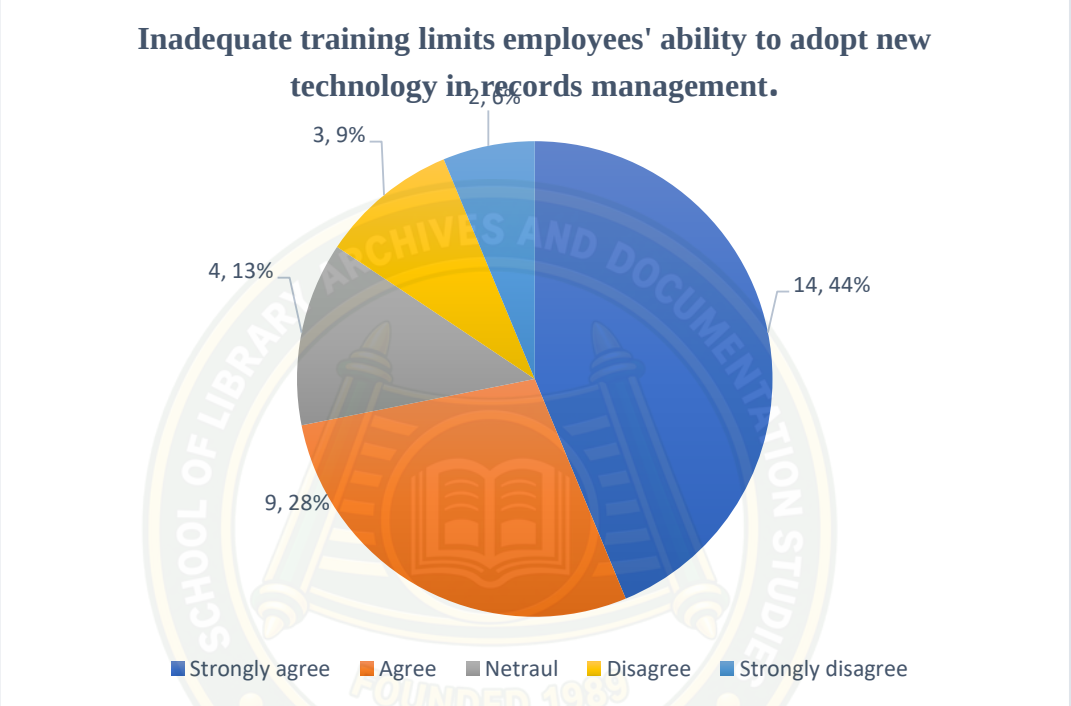
4.5.2 Inadequate training limits employees' ability to adopt new technology in records management.

To understand the challenges associated with rapid technological change in managing records, the study asked whether Inadequate training limits employees'

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ability to effectively use new records management technologies at TRA Bagamoyo District Council. The responses were as presented in Figure 4.12:

Figure 4.12: Inadequate training limits employees' ability to adopt new technology in records management.



Source of field data 2026

Figure 4.12: Among the 32 respondents,14 respondents (44%) strongly agreed, and 9 respondents (28%) agreed that inadequate training limits employees' ability to effectively use new records management technologies. In addition, 4 respondents (13%) were neutral, 3 (9%) disagreed, and 2 (6%) strongly disagreed. Overall, 23 respondents (71.9%) agreed or strongly agreed with the statement. This was the highest level of agreement among the challenges examined.

The findings indicate that inadequate training is a major challenge affecting the effective use of new record management technologies at TRA Bagamoyo. Therefore,

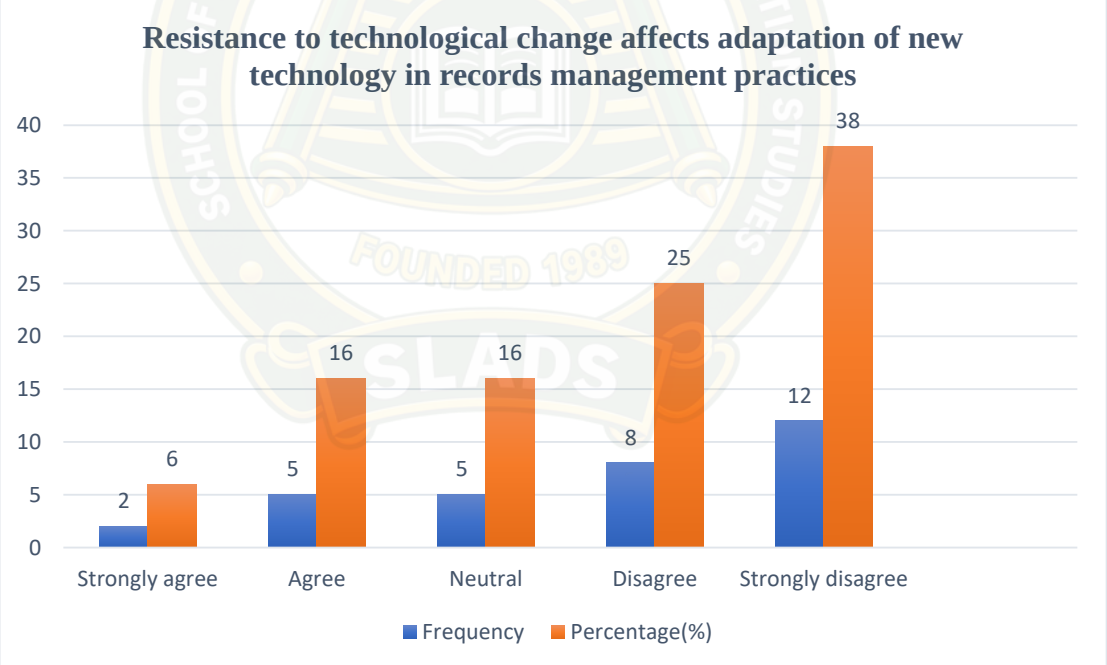
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regular training, practical workshops, and continuous technical support are necessary to improve employees' technological knowledge and skills.

4.5.3 Resistance to technological change affects adaptation of new technology in records management practices

To understand the challenges associated with rapid technological change in managing records, the study asked whether Resistance to technological change affects the adaptation of new technology in records management practices at TRA Bagamoyo District Council. The responses were as presented in Figure 4.13:

Figure 4.13: Resistance to technological change affects adaptation of new technology in records management practices



Source of field data 2026

Figure 4.13 the findings indicate that 12 respondents (38%) strongly disagreed and 8 respondents (25%) disagreed that resistance to technological change affects effective records management practices. Furthermore, 5 respondents (16%) were neutral,

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while 5 respondents (16%) agreed and 2 respondents (6%) strongly agreed. Overall, 20 respondents (62.5%) disagreed or strongly disagreed with the statement, while only 7 respondents (21.9%) agreed or strongly agreed.

These findings suggest that resistance to technological change is not considered a major challenge affecting records management practices at TRA Bagamoyo. This may indicate that many employees are generally willing to accept and use new technologies.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the major findings, conclusions, recommendations, and areas for further research based on the study entitled "Assessing the Influence of Rapid Technological Change on Record Management Practices in Public Institutions: A Case Study of the Tanzania Revenue Authority (TRA) Bagamoyo." The chapter is prepared according to the specific objectives of the study and provides practical recommendations for improving records management practices in the face of rapid technological change.

5.2 Summary of the Findings

The study was guided by three specific objectives: to examine the influence of the adoption of digital record systems on records management practices, to assess the impact of technological change on records management practices, and to identify the challenges associated with rapid technological change in records management at TRA Bagamoyo.

5.2.1 Influence of Digital Record Systems on Records Management Practices

The study found that the adoption of digital record systems has significantly improved records management practices at TRA Bagamoyo. Most respondents agreed that digital record systems have enhanced operational efficiency by reducing the time required to create, process, retrieve, and manage records. The findings further revealed that digital systems have improved the accessibility and retrieval of records, enabling staff to locate information more quickly and accurately. In addition, respondents indicated that digital record systems have contributed to reducing the loss and duplication of records by improving record organization, tracking, and storage. These findings demonstrate that digital transformation has positively influenced the effectiveness of records management within the institution.

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5.2.2 Impact of Technological Change on Records Management Practices

The findings revealed that technological change has generally had a positive impact on records management practices at TRA Bagamoyo. Respondents reported that technological advancements have improved the creation, storage, processing, and management of records while increasing the speed and quality of records management services. However, despite these benefits, the study established that many employees experience difficulties adapting quickly to newly introduced technologies. This suggests that technological advancement alone is insufficient unless accompanied by adequate staff preparation, technical support, and continuous capacity building.

5.2.3 Challenges Associated with Rapid Technological Change

The study identified several challenges associated with rapid technological change in records management. The most significant challenge was inadequate staff training, which limits employees' ability to effectively use newly introduced technologies. Respondents also indicated that frequent technological changes make it difficult for employees to keep pace with new systems and procedures. However, the findings showed that resistance to technological change was not a major problem at TRA Bagamoyo, indicating that employees generally have a positive attitude toward adopting new technologies when appropriate support and training are provided.

5.3 Conclusion

The study concludes that rapid technological change has substantially transformed records management practices at the Tanzania Revenue Authority (TRA) Bagamoyo. The adoption of digital record systems has improved operational efficiency, enhanced records accessibility and retrieval, minimized record loss and duplication, and improved the overall quality of records management services.

Despite these positive developments, the study concludes that technological advancement alone cannot guarantee effective records management. Continuous technological changes require employees to acquire new knowledge and skills to

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operate emerging systems effectively. The findings indicate that inadequate training remains the most significant challenge affecting successful implementation of digital records management technologies. Consequently, continuous staff development, investment in ICT infrastructure, and effective organizational support are essential for maximizing the benefits of technological change.

Overall, the study concludes that successful digital transformation in public institutions depends not only on acquiring modern technologies but also on strengthening human capacity, institutional policies, and organizational commitment toward sustainable digital records management.

5.4 Recommendations

Based on the findings and conclusions of the study, the following recommendations are proposed.

5.4.1 Recommendations to the Tanzania Revenue Authority (TRA)

TRA should establish continuous training programmes on digital records management and emerging technologies to improve employees' technical competencies and ensure that staff remain up to date with technological developments.

The Authority should strengthen technical support services by providing timely assistance whenever new technologies are introduced. This will reduce operational challenges and improve employees' confidence in using digital systems.

TRA should continue investing in modern digital records management systems, reliable ICT infrastructure, adequate storage facilities, and secure backup mechanisms to improve the efficiency, security, and sustainability of records management practices.

Management should also develop comprehensive change management strategies whenever new technologies are introduced. Such strategies should include awareness

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programmes, user orientation, and continuous monitoring to facilitate smooth technological transitions.

5.4.2 Recommendations to the Government

The Government should continue supporting the digital transformation of public institutions by increasing investment in ICT infrastructure, reliable internet connectivity, and cybersecurity measures.

Relevant government authorities should formulate and regularly update national policies and standards governing electronic records management to ensure that public institutions adopt best practices consistent with technological advancements.

Government should also allocate adequate financial resources for continuous staff capacity development in digital records management across public institutions.

5.4.3 Recommendations to Records Management Professionals

Records management professionals should continuously update their knowledge and skills to keep pace with rapidly changing technologies. Participation in professional training programmes, workshops, seminars, and certification courses should be encouraged.

Professionals should actively participate in planning and implementing technological changes within their institutions to ensure that records management requirements are adequately considered during system development and implementation.

5.5 Areas for Further Research

This study focused on the influence of rapid technological change on records management practices at the Tanzania Revenue Authority (TRA) Bagamoyo. Future studies may be conducted in other public institutions to compare the influence of technological change across different organizational environments.

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Further research may also examine the effectiveness of artificial intelligence, cloud computing, blockchain technology, and big data technologies in improving records management practices within public institutions in Tanzania.

Additional studies may investigate the long-term impact of continuous staff training on the successful implementation of digital records management systems in government organizations

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APPENDICES

APPENDIX I: TIME SCHEDULE

ACTIVITIES	NOV	DEC	JAN	FEB	MARCH	APRIL
Proposal Writing & Submission	■					
Obtaining Clearance & Pre-field Visit		■				
Data Collection (Questionnaires, Interviews, Observation)			■			
Data Processing & Analysis				■		
Report Writing & Compilation					■	
Final Binding & Submission						■

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APPENDIX II: BUDGET

S/NO	Item	Qty/Cost (TZS)	Amount (TZS)
1	Proposal Printing & Binding	4 copies @ 15,000	60,000
2	Questionnaire Printing	25 copies @ 500	12,500
3	Interview Guide Printing	10 copies @ 500	5,000
4	Stationery (Pens, Papers, Files)	1 set	30,000
5	Transport to Bagamoyo (Field work)	10 trips @ 10,000	100,000
6	Internet and Data bundles	Lump sum	50,000
7	Meals & Refreshments during fieldwork	Lump sum	40,000
8	Final Report Printing & Binding	4 copies @ 25,000	100,000
9	Contingency	Lump sum	25,000
	TOTAL		**422,500**

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APPENDIX III: QUESTIONNAIRES FOR TRA STAFF

Dear Respondent,

I am a student at the School of Library Archives and Documentation Studies (SLADS) Bagamoyo. I am conducting research on **"Assessing the Influence of Rapid Technological Change on Record Management Practices in Public Institutions: A Case Study of TRA Bagamoyo"** as part of the fulfilment for the award of an Ordinary Diploma in Library, Records and Information Studies.

The purpose of this questionnaire is to gather your views and experiences regarding how technological changes affect the management of records at this TRA station. Please be assured that the information provided will be kept strictly confidential and used for academic purposes only.

Thank you for your cooperation.

Instructions: Please put a tick (√) in the box provided or write your answer where appropriate.

Section A: Demographic Information

1. What is your gender?
    a) Female ( )
    b) Male ( )

2. What is your age group?
    a) 18-25 ( )
    b) 26-35 ( )
    c) 36-45 ( )
    d) 46 and above ( )

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3. What is your current position/department?

   a) Tax Officer ( )
   b) Customs Officer ( )
   c) Records Management Officer ( )
   d) Other (specify)……

4. How long have you worked at TRA Bagamoyo?

   a) Less than 1 year ( )
   b) 1-5 years ( )
   c) 6-10 years ( )
   d) More than 10 years ( )

Section B: Adoption of Digital Record Systems: (*Instruction Please indicate your level of agreement by selecting the appropriate response*.)

5. The adoption of digital record systems has improved the efficiency of records management at TRA Bagamoyo Branch.

   (a) Strongly Agree

   (b) Agree

   (c) Neutral

   (d) Disagree

   (e) Strongly Disagree

6. Digital record systems have enhanced the retrieval and accessibility of records.

   (a) Strongly Agree

   (b) Agree

   (c) Neutral

   (d) Disagree

   (e) Strongly Disagree

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7. The adoption of digital record systems has reduced the loss and duplication of records.

    (a) Strongly Agree

    (b) Agree

    (c) Neutral

    (d) Disagree

    (e) Strongly Disagree

Section C: Impact of Technological Change in records management practices (*Please indicate your level of agreement by selecting the appropriate response*.)

8. Frequent technological changes have improved the way records are created, stored, and managed at TRA Bagamoyo Branch.

    (a) Strongly Agree

    (b) Agree

    (c) Neutral

    (d) Disagree

    (e) Strongly Disagree

9. Staff can adapt quickly to new technologies introduced for records management.

    (a) Strongly Agree

    (b) Agree

    (c) Neutral

    (d) Disagree

    (e) Strongly Disagree

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10. Technological changes have increased the speed and quality of records management services at TRA Bagamoyo Branch.

    (a) Strongly Agree

    (b) Agree

    (c) Neutral

    (d) Disagree

    (e) Strongly Disagree

Section D: Challenges Associated with Rapid Technological Change (*Please indicate your level of agreement by selecting the appropriate response*.)

7. Frequent technological changes make it difficult for staff to keep up with new records management procedures.

    (a) Strongly Agree

    (b) Agree

    (c) Neutral

    (d) Disagree

    (e) Strongly Disagree

8. Inadequate training limits employees' ability to effectively use new records management technologies.

    (a) Strongly Agree

    (b) Agree

    (c) Neutral

    (d) Disagree

    (e) Strongly Disagree

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9. Resistance to technological change affects effective records management practices at TRA Bagamoyo Branch.

    (a) Strongly Agree

    (b) Agree

    (c) Neutral

    (d) Disagree

    (e) Strongly Disagree

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APPENDIX IV: INTERVIEW GUIDE FOR TRA MANAGERS AND IT PERSONNEL

Title of Study: Assessing the Influence of Rapid Technological Change on Record Management Practices in Public Institutions: A Case Study of TRA Bagamoyo

Interviewer: _____

Date: _____

Time: _____

Location: _____

Interviewee Position: _____

Introduction (To be read to participant)

Thank you for agreeing to participate in this interview. I am a student at the School of Library Archives and Documentation Studies (SLADS) conducting research on how rapid technological change influences record management practices at TRA Bagamoyo. Your insights as a manager/IT professional are particularly valuable for understanding the strategic and technical dimensions of this topic.

This interview will take approximately 30-45 minutes. With your permission, I would like to take notes to ensure I accurately capture your views. All information you provide will be kept confidential and anonymous. Your participation is voluntary, and you may decline to answer any question or end the interview at any time.

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Interview Questions

Section A: Digital Systems Adoption

1. Can you describe the key digital record systems currently in use at TRA Bagamoyo? (Probe: What systems are used for different functions? When were they introduced? How have they evolved?)

2. From your perspective, how has the adoption of these digital systems influenced record management practices at this station? (Probe: Positive changes? Negative changes? Unexpected consequences?)

3. How would you describe the staff's adaptation to these digital systems? (Probe: Are there differences in adoption across different staff groups? What factors affect successful adoption?)

4. How are decisions made regarding which new technologies to adopt? (Probe: Is records management considered in these decisions? Who is involved in the decision-making process?)

Section B: Technological Infrastructure and Connectivity

5. How would you assess the current state of technological infrastructure at TRA Bagamoyo? (Probe: Hardware adequacy, network infrastructure, power reliability, internet connectivity)

6. What specific infrastructure or connectivity challenges most significantly affect record management? (Probe: How do these challenges manifest? What is their impact on daily operations?)

7. How does TRA Bagamoyo compare to headquarters or other stations in terms of technological infrastructure? (Probe: Are there disparities? How are they addressed?)

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8. What investments or improvements in infrastructure are planned or needed to better support record management?

Section C: Challenges in Record Management

9. From your vantage point, what are the most significant challenges hindering effective record management at TRA Bagamoyo in the current technological environment? (Probe: Technical challenges? Human capacity issues? Policy gaps? Resource constraints?)

10. How do you address the challenge of ensuring data integrity and security in digital records? (Probe: What controls are in place? Are there concerns about data loss or breach?)

11. What challenges exist in integrating different digital systems to ensure complete and coherent record keeping? (Probe: Do systems communicate effectively? How is data reconciled across systems?)

12. How would you assess the capacity and skills of staff regarding digital record management? (Probe: Are there skills gaps? How are they addressed?)

Section D: Solutions and Future Directions

13. What strategies do you believe are most crucial for improving record management at TRA Bagamoyo? (Probe: Short-term priorities? Long-term vision?)

14. What training or capacity building initiatives would most benefit record management practices? (Probe: For records staff? For all system users?)

15. Is there adequate support (policy guidance, budget allocation, technical support) from TRA headquarters for record management improvement? What more is needed?

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16. How do you envision record management at TRA Bagamoyo evolving over the next five years? (Probe: What technological changes do you anticipate? How should record management adapt?)

17. What advice would you give to other public institutions undergoing similar technological transitions regarding record management?

Section E: Closing

18. Is there anything else you would like to add about the influence of rapid technological change on record management at TRA Bagamoyo that we haven't covered?

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APPENDIX V: OBSERVATION CHECKLIST

Institution: Tanzania Revenue Authority (TRA) Bagamoyo

Date: _____ Observer: _____

Department/Unit Observed: _____

Aspect Observed	**Check (√)**	**Remarks**
1. Hardware & Workstations		
Computers are modern and functional		
Adequate number of workstations for staff		
Peripherals (printers, scanners) available and working		
2. Network & Connectivity		
Visible network cabling or WiFi access points		
Internet connectivity is stable during observation period		
Staff can access digital systems without delay		
3. Power Infrastructure		
Uninterruptible Power Supplies (UPS) visible on workstations		
Backup generator present and apparently maintained		
Evidence of power-related work interruptions		
4. Digital Systems Usage		
Staff actively using iCMS, TIMS, or EFDMS		
Systems respond within acceptable time		
No observed system crashes during session		
5. Record Management Practices		
Evidence of parallel paper record keeping		
Digital files appear organized with naming conventions		
Paper files are stored systematically		
6. IT Support		
IT staff visibly present and accessible		
Help desk or support request system evident		

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APPENDIX V

APPROVAL LETTER

TANZANIA REVENUE AUTHORITY

Ref: GD,87/530/01/8 **28" April 2026**

Academic Officer.

School of Library, Archives and Documentation Studies,

P.O.BOX 227

BAGAMOYO

RE: PERMISSION FOR CONDUCTING RESEARCH

Please refer to your letter dated **25th April, 2026** with reference number **DA.420/471/01/2026/20** regarding data collection for your student.

I would like to inform you that your request to conduct research at Tanzania Revenue Authority (TRA) Bagamoyo is accepted to begin from 30th April, 2026 to 14 May, 2026 for a period of 15 days as indicated in your letter. You will collect your data at all (any) of our TRA Offices in Kibaha Region, every working day from 8:00 am-05:00 pm.

I take this time to welcome you. Note that; the data collected should be used for academic purposes only and it should be in line with the topic of your interest as you mentioned in your letter which stated "AN ASSESSING THE INFLUENCE OF RAPID TECHNOLOGICAL CHANGE ON RECORD MANAGEMENT PRACTICES IN PUBLIC INSTITUTIONS: A CASE STUDY OF TANZANIA REVENUE AUTHORITY, BAGAMOYO DISTRICT TOWN COUNCIL BRANCH OFFICE"

"Together We Build Our Nation."

Regards.

Subira Mussa

FOR: REGIONAL MANAGER

COAST

CC. - District Manager - TRA Bagamoyo

REBECA M. JOSEPH- 0772693998

ISO 9001: 2015 CERTIFIED

Regional Manager, P.O. Box 30165, COASTAL Region, Tanzania

Tel: 023 2402117 / 2402904, 2402905, Fax: 023 2402037

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