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

AN ASSESSMENT OF EVALUATING E-OFFICE SYSTEMS IN PERFORMANCE ON RECORDS AND ARCHIVES MANAGEMENT EFFICIENCY IN PUBLIC SECTOR ORGANIZATIONS: CASE STUDY OF TANZANIA COMMISSION FOR SCIENCE AND TECHNOLOGY (COSTECH)

BY

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

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CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the School of Library, Archives and Documentation Studies (SLADS) a research report entitled: "An Assessment of Evaluating E-Office Systems in Performance on Records and Archives Management Efficiency in Public Sector Organizations: Case Study of Tanzania Commission for Science and Technology (COSTECH)", in partial fulfillment of the requirements for the award of Diploma in Records and Archives Management.

_____

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DEDICATION

This work is wholeheartedly dedicated to the pillar of my life, my beloved father, FAUSTINE JOHN RWECHUNGURWA, and precious my mother, SUZANA NYABINYIRI NYAKENGE, whose sacrificial love, prayers, endless support, and firm belief in education paved the way for my academic journey.

I also dedicate this research to my cherished elder sister, SCHOLASTICAL, for her continuous encouragement, moral strength, and sisterly affection that kept me motivated through every milestone.

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ABSTRACT

This study assessed the performance of Electronic Office (E-Office) systems in improving records and archives management efficiency in public sector organizations, using the Tanzania Commission for Science and Technology (COSTECH) as a case study. The research examined the extent of E-Office system usage, evaluated its performance in records management operations, identified existing challenges, and proposed strategies to optimize system performance.

A descriptive case study design was employed, utilizing both qualitative and quantitative research approaches. Data were collected from a sample of 50 respondents across key administrative, ICT, and registry departments through structured questionnaires, along with 10 key informant interviews. Descriptive statistics (frequencies, percentages, and mean scores) were used to analyze quantitative data, while thematic content analysis was applied to qualitative data.

The findings revealed a high level of employee awareness (Mean = 4.2) and regular usage (Mean = 4.0) of the E-Office system at COSTECH. The system significantly improved record creation and processing speed (Mean = 4.3), retrieval times (Mean = 4.0), document security (Mean = 4.1), and reduced document loss or misplacement (Mean = 4.4). Overall operational efficiency in records and archives management was enhanced (Mean = 4.2). However, performance was constrained by inadequate continuous training (Mean = 4.3), technical system downtime (Mean = 4.2), internet infrastructure limitations (Mean = 3.9), and inconsistent policy enforcement (Mean = 4.0).

The study concludes that E-Office systems are vital tools for transforming public sector records management. To maximize efficiency, the study recommends continuous capacity building, upgrading ICT infrastructure and bandwidth, strict enforcement of e-records guidelines and ISO standards, regular software updates, and establishing a dedicated IT helpdesk.

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ABBREVIATION AND ACRONYMS

CalRIM – California Records and Information Management
ERA – Electronic Records and Archives
ERMS – Electronic Records Management System
ESARBICA – Eastern and Southern Africa Regional Branch of the International Council on Archives
ICT – Information and Communication Technology
IFLA – International Federation of Library Associations and Institutions
IRMT – International Records Management Trust
ISO – International Organization for Standardization
LGA – Local Government Authorities
MoReq – Model Requirements for the Management of Electronic Records
NARA – National Archives and Records Administration (US)
NASSA – National Archives and Records Service of South Africa
NECCC – National Electronic Commerce Coordinating Council
NHIF – National Health Insurance Fund
NICS – Northern Ireland Civil Service
NRAMD – National Records and Archives Management Division
NRAMP – National Records and Archives Management Programme
PO-PSM / POPSM – President's Office Public Service Management
PRONI – Public Record Office of Northern Ireland
PSRP – Public Service Reform Programme
RAMD – Records and Archives Management Division
RSA – Republic of South Africa
SOS – Secretary of State
SPSS – Statistical Package for the Social Sciences / Service Solutions
TAM – Technology Acceptance Model
TPSC – Tanzania Public Services College
UNESCO – United Nations Educational, Scientific and Cultural Organization
US-NARA – United States National Archives and Records Administration

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1. Introduction

Electronic Office Systems (E-Office Systems) refer to the integration of Information and Communication Technology (ICT) into traditional office management processes. These systems facilitate document management, workflow automation, electronic communication, and records management. The primary objective is to transition from paper-based operations to digital environments to enhance efficiency transparency and accessibility of information.

1.1 Background of the Study: E-Office Systems

The development of E-Office systems is closely related to the evolution of information and communication technologies (ICTs) in organizational administration. The concept of the electronic office emerged as organizations began integrating computer technologies into office operations to improve efficiency, communication, and records management. The earliest foundations of the electronic office can be traced back to 1951 in the United Kingdom when the Lyons Electronic Office (LEO) computer was used for business applications such as payroll processing and administrative tasks. This innovation marked one of the first attempts to automate office work through digital technologies.

The concept of the E-Office emerged during the late 20th century, coinciding with the widespread adoption of personal computers and local area networks (LANs). Year of Establishment The foundational technologies began in the 1980s with widespread commercial implementation in the 1990s Location of Origin, Primarily the (United States and Western Europe) Purpose of Establishment: To reduce operational costs, eliminate paper dependency, accelerate information flow, and improve collaboration among employees regardless of physical location.

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The primary objective of implementing e-office systems worldwide has been to reduce dependence on paper-based processes and improve the efficiency of administrative operations. Electronic office systems allow organizations to manage records digitally, track documents electronically, and facilitate communication through integrated information systems. As a result, many governments and organizations have adopted e-office systems as part of broader e-government and digital transformation initiatives aimed at improving transparency, accountability, and service delivery.

According to Laudon and Laudon (2018), the integration of information systems into office environments has enabled organizations to automate routine tasks, enhance decision-making processes, and improve the overall management of organizational records and information. Similarly, Drucker (1999) emphasized that digital technologies have transformed traditional office work by enabling knowledge workers to process information more efficiently and collaboratively. These developments have made e-office systems an essential component of modern organizational management.

In Tanzania, the adoption of e-office systems has been driven by government efforts to modernize public administration through ICT and e-government initiatives. The Government of Tanzania began emphasizing the use of digital systems in public institutions as part of public sector reforms and efforts to improve efficiency in government service delivery.

One of the major milestones occurred in 2015, when the Government introduced the Electronic Records Management System (ERMS) to automate registry services and facilitate the management of records in Ministries, Departments, and Agencies (MDAs). The system aimed to transform traditional paper-based record keeping into electronic record management systems that support the implementation of e-office environments in public institutions.

The development of the e-office management system in Tanzania was completed in September 2017, enabling government offices to manage files electronically and reduce the use of paper in administrative processes. The system also incorporates

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digital signature technologies and secure communication networks to facilitate electronic document processing and approval.

In addition, the Government strengthened its digital transformation efforts through the establishment of the e-Government Authority (e-GA) in 2019 under the e-Government Act No. 10 of 2019. The authority is responsible for coordinating, overseeing, and promoting e-government initiatives, including the implementation of e-office systems in public institutions across the country.

Despite these developments, many public institutions in Tanzania still face challenges in fully implementing e-office systems. Studies have shown that both paper-based and electronic records management systems continue to coexist in many organizations, leading to inefficiencies such as inadequate storage facilities, poor information security, and limited ICT infrastructure.

1.2 Statement of the Problem

The rapid advancement of information and communication technologies (ICTs) has transformed the way organizations manage records and archives. Governments around the world have increasingly adopted electronic office systems (E-Office) as part of broader e-government initiatives aimed at improving administrative efficiency, transparency, accountability, and service delivery. E-Office systems enable organizations to create, process, store, retrieve, and disseminate records electronically, thereby reducing reliance on traditional paper-based systems (Yusof & Chell, 2000).

In many developed countries, the implementation of E-Office systems has significantly improved records management practices by enhancing information accessibility, workflow automation, and decision-making processes. Effective electronic records management ensures that records remain authentic, reliable, usable, and accessible for as long as required (Shepherd & Yeo, 2003). As a result, public sector organizations have increasingly adopted digital solutions to manage records and archives efficiently.

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In Tanzania, the government has made significant efforts to implement e-government initiatives aimed at modernizing public administration. Institutions such as the Tanzania Commission for Science and Technology (COSTECH) have adopted digital systems, including E-Office platforms, to improve administrative operations and records management. These initiatives are aligned with national ICT policies and digital government strategies that encourage the use of technology in managing official records and improving service delivery.

Despite these efforts, many public sector organizations still experience challenges in the effective implementation and utilization of E-Office systems. These challenges include inadequate ICT infrastructure, limited technical skills among staff, poor system integration, lack of adequate training, and insufficient policies guiding electronic records management (Ngulube, 2003). Such challenges can negatively affect the efficiency of records and archives management, leading to difficulties in retrieving information, delays in decision-making, and potential loss of valuable institutional records.

Furthermore, the transition from paper-based systems to electronic systems requires organizations to adopt appropriate records management frameworks and ensure staff readiness to operate the systems effectively. According to Katuu (2016), successful implementation of electronic records systems requires proper planning, institutional support, and clear regulatory frameworks to ensure records authenticity and reliability.

Although E-Office systems have been introduced in several public sector institutions in Tanzania, there is limited empirical evidence assessing their effectiveness in improving records and archives management performance. In particular, little is known about how these systems influence efficiency in managing records within institutions such as COSTECH.

Therefore, this study seeks to assess the performance of E-Office systems in enhancing records and archives management efficiency in public sector organizations, using COSTECH as a case study.

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1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study is to assess the performance of E-Office systems in improving records and archives management efficiency in public sector organizations, using the Tanzania Commission for Science and Technology as a case study.

1.3.2 Specific Objectives

1. To examine the extent to which E-Office systems are used in managing records and archives at COSTECH.

2. To assess the effectiveness of E-Office systems in improving efficiency in records and archives management.

3. To identify challenges affecting the implementation and use of E-Office systems in managing records and archives.

4. To propose strategies for improving the performance of E-Office systems in records and archives management.

1.3.3 Research Questions

1. To what extent are E-Office systems used in managing records and archives at COSTECH?

2. How effective are E-Office systems in improving efficiency in records and archives management?

3. What challenges affect the implementation and utilization of E-Office systems in managing records and archives?

4. What strategies can be adopted to improve the performance of E-Office systems in records and archives management?

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1.3.4 Significance of the Study

This study is important for several reasons.

First, the study will contribute to improving records and archives management practices in public sector organizations by providing insights into the effectiveness of E-Office systems in managing records.

Second, the findings of the study will help policymakers and government authorities to understand the benefits and challenges associated with implementing E-Office systems in public institutions. This will support the development of better policies and strategies for managing electronic records.

Third, the study will assist administrators and records managers at COSTECH and other public sector institutions to improve the management of records and archives through the effective use of E-Office systems.

Finally, the study will contribute to academic knowledge in the field of Records and Archives Management by providing empirical evidence on the role of E-Office systems in enhancing records management efficiency in developing countries such as Tanzania.

1.3.5 Scope of the Study

This study focuses on assessing the performance of E-Office systems in improving records and archives management efficiency within public sector organizations. The research will be conducted at the Tanzania Commission for Science and Technology (COSTECH)

The study specifically examines the use of E-Office systems in managing electronic records, their effectiveness in enhancing efficiency, and the challenges encountered during their implementation and operation.

The research is limited to COSTECH and therefore the findings may not fully represent all public sector organizations in Tanzania. However, the results will provide useful insights that can be applied to similar institutions implementing electronic records management systems.

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1.4 Definitions of Key Terms

1.4.1 Records

Records refer to recorded information that is created, received, and maintained by an organization or individual in the course of conducting official activities or business transactions. Records serve as evidence of actions, decisions, policies, and procedures within an organization. They may exist in different formats such as paper documents, electronic files, emails, databases, photographs, audio recordings, and other digital formats. Regardless of the format, records play an important role in supporting organizational accountability, transparency, and effective decision-making.

In public sector organizations, records are essential for documenting government operations, providing proof of administrative actions, and ensuring that services are delivered properly to citizens. Properly managed records help institutions maintain organizational memory, support legal requirements, and facilitate efficient access to information when needed. Without proper records management practices, organizations may experience difficulties in retrieving important information, which can negatively affect service delivery and administrative efficiency (Shepherd & Yeo, 2003).

1.4.2 Records and Archives Management

Records and archives management refers to the systematic and organized process of controlling records throughout their entire life cycle, from creation and receipt to maintenance, storage, use, and final disposal or permanent preservation. This process ensures that records are properly created, classified, stored, protected, and retrieved whenever they are needed for operational, legal, or historical purposes.

Records management focuses on the active phase of records when they are frequently used in daily administrative activities, while archives management deals with records that have long-term historical, cultural, or legal value and must be preserved permanently. Effective management of records and archives helps

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organizations maintain reliable information systems, protect important documents from loss or damage, and ensure compliance with legal and regulatory requirements.

In the context of public sector organizations, efficient records and archives management promotes transparency, accountability, and good governance. It also supports institutional memory by preserving important documents that provide evidence of government policies, programs, and decisions over time. Poor management of records may lead to information loss, delays in service delivery, and challenges in monitoring organizational performance (Read & Ginn, 2011).

1.4.3 E-Office System

An E-Office system refers to the application of digital technologies and computer-based systems to automate and manage office operations and administrative processes within an organization. E-Office systems enable organizations to create, process, store, share, and retrieve documents electronically instead of relying solely on manual or paper-based processes.

These systems often include features such as electronic document management, workflow automation, electronic correspondence management, digital archiving, and online communication tools. Through the use of E-Office systems, organizations can reduce paperwork, improve the speed of communication, enhance document tracking, and facilitate easier access to information.

In public sector organizations, the adoption of E-Office systems is part of broader digital transformation efforts aimed at improving efficiency, transparency, and service delivery. By enabling electronic management of records and documents, E-Office systems support faster decision-making, reduce administrative delays, and improve coordination among departments. However, successful implementation of E-Office systems requires adequate technological infrastructure, skilled personnel, and appropriate policies for managing electronic records (Laudon & Laudon, 2018).

1.4.4 Records Management Efficiency

Records management efficiency refers to the ability of an organization to effectively manage records in a way that ensures they are properly created, organized, stored,

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retrieved, and preserved while minimizing time, cost, and administrative effort. Efficient records management allows organizations to quickly locate and access the information they need for decision-making, policy implementation, and service delivery.

When records are managed efficiently, organizations can improve operational performance, reduce duplication of documents, and prevent the loss or misplacement of important information. Efficient records management also supports compliance with legal and regulatory requirements by ensuring that records are properly maintained and preserved for the required period.

In public sector organizations, efficient records management is particularly important because government institutions generate large volumes of records related to policies, programs, financial transactions, and citizen services. The use of digital systems such as E-Office platforms can significantly improve records management efficiency by automating document handling processes, improving information accessibility, and enhancing data security (Robek, Brown, & Stephens, 1996).

1.4.5 Public Sector Organization

A public sector organization refers to an institution that is owned, funded, and managed by the government to provide services to the public and support national development. These organizations operate at various levels of government, including national, regional, and local levels. Examples of public sector organizations include ministries, government agencies, regulatory bodies, and public research institutions such as COSTECH.

Public sector organizations play a crucial role in implementing government policies, delivering essential services, and managing public resources. In order to perform these responsibilities effectively, such institutions rely heavily on accurate and reliable information systems, including effective records and archives management practices.

Proper management of records in public sector organizations ensures transparency, accountability, and efficiency in administrative operations. It also enables

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government institutions to maintain evidence of their activities and respond effectively to public inquiries, audits, and policy evaluations. The adoption of digital systems such as E-Office platforms has become increasingly important in modern public administration as governments strive to improve efficiency and promote better governance (Ricks, Swafford, & Gow, 1992).

1.5 Summary of the Chapter

This chapter has provided an introduction to the study by presenting the background of the research, the statement of the problem, research objectives, research questions, significance of the study, and the scope of the research. These components help to explain the purpose and importance of examining the performance of E-Office systems in improving records and archives management efficiency within public sector organizations.

The chapter has also defined key terms relevant to the study, including records, records and archives management, E-Office systems, records management efficiency, and public sector organizations. These definitions provide a conceptual understanding of the main concepts that form the foundation of the study.

Understanding these concepts is important for examining how E-Office systems influence the management, accessibility, and preservation of organizational records. In particular, the study focuses on assessing how the implementation of E-Office systems contributes to improving records and archives management efficiency in public sector institutions such as the Tanzania Commission for Science and Technology (COSTECH).

The next chapter will review relevant literature related to E-Office systems, digital records management, and archives management practices in public sector organizations. The chapter will also examine previous studies and theoretical perspectives that explain how information technology systems influence records management efficiency and organizational performance.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to the use and performance of E-Office systems in improving records and archives management efficiency within public sector organizations. The purpose of the literature review is to examine theoretical and practical perspectives from various scholars regarding the development of electronic office systems, their role in modern administrative processes, and their contribution to improving organizational efficiency.

In recent years, many governments and public institutions around the world have adopted digital technologies in order to improve administrative processes, service delivery, and information management. One of the most important technological developments in modern public administration is the introduction of E-Office systems. These systems allow organizations to perform office activities electronically, including document processing, communication, workflow management, and record keeping.

The chapter discusses the development of information and communication technologies in office administration, the concept and functions of E-Office systems, and the role of E-Office platforms in supporting efficient records and archives management. It also examines the factors that influence the successful implementation of E-Office systems, such as ICT infrastructure, policies, legal frameworks, standards, and staff capacity.

Furthermore, the chapter presents the Technology Acceptance Model (TAM), which explains how employees adopt and use new technologies within organizations. Finally, the chapter presents the conceptual framework that guides the study and identifies the research gap that this research intends to address.

2.2 Development of ICT and Digital Transformation of Office Work

The development of Information and Communication Technology (ICT) has significantly transformed the way organizations perform administrative tasks and

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manage information. In the past, office operations were mainly carried out using manual systems that relied heavily on paper documents, physical files, and face-to-face communication. These traditional systems often resulted in delays, inefficiencies, and difficulties in retrieving important information.

With the advancement of ICT, organizations have gradually shifted from manual office operations to electronic systems that support faster communication, digital document management, and automated workflow processes. According to Laudon and Laudon (2018), ICT enables organizations to process, store, and share information more efficiently through the use of computer systems, digital networks, and software applications.

The adoption of ICT in office administration has contributed to the development of electronic office systems, commonly known as E-Office systems. These systems are designed to digitize office activities and reduce reliance on paper-based processes. Through the use of E-Office platforms, organizations are able to create, distribute, track, and archive documents electronically.

In public sector organizations, the digital transformation of office work has become an important strategy for improving administrative efficiency and service delivery. Governments around the world are increasingly investing in digital technologies to modernize public administration and enhance transparency and accountability. The integration of ICT in office operations allows public institutions to manage large volumes of information effectively while ensuring that records remain accessible and secure.

Shepherd and Yeo (2003) emphasize that modern organizations require efficient information systems that support the creation, storage, and retrieval of records in both paper and electronic formats. As the volume of information continues to grow, electronic office systems have become essential tools for managing organizational knowledge and supporting effective decision-making.

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2.3 Concept and Functions of E-Office Systems

An E-Office system refers to the use of computer-based technologies and digital platforms to automate and manage office activities and administrative processes. E-Office systems integrate various digital tools that enable employees to perform tasks such as document creation, file sharing, communication, workflow management, and record keeping through electronic platforms.

The main purpose of an E-Office system is to improve efficiency in office operations by reducing manual procedures and minimizing the use of paper documents. According to Read and Ginn (2011), electronic office systems help organizations streamline administrative processes by enabling digital document management, automated approval processes, and electronic communication among employees.

E-Office systems typically include several key components such as electronic document management systems, workflow automation tools, digital correspondence management, electronic filing systems, and online communication platforms. These components work together to ensure that office tasks are completed quickly and efficiently while maintaining proper documentation of organizational activities.

One of the major advantages of E-Office systems is their ability to facilitate faster communication within organizations. Instead of physically transferring files between departments, employees can share documents electronically through the system. This reduces delays in decision-making and improves coordination among different units within an organization.

Another important function of E-Office systems is document tracking. Electronic systems allow organizations to monitor the movement of documents within the office, ensuring that files are processed on time and that responsibilities are clearly assigned to specific individuals. This feature improves accountability and reduces the risk of document loss.

In addition, E-Office systems support digital archiving of documents and records. By storing documents electronically, organizations can reduce the need for physical storage space and ensure that important records are preserved safely for future reference. Digital archiving also enables quick retrieval of documents when needed.

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Robek, Brown, and Stephens (1996) argue that electronic office systems contribute significantly to improving organizational productivity by simplifying administrative procedures and enabling efficient information management.

2.4 Role of E-Office Systems in Records and Archives Management Efficiency

The implementation of E-Office systems plays an important role in improving the efficiency of records and archives management in public sector organizations. Records management involves the systematic control of documents and information throughout their life cycle, from creation and use to storage and final disposition.

Through the use of E-Office systems, organizations are able to create, store, and retrieve records electronically, which improves the speed and accuracy of information management. Electronic systems allow employees to locate documents quickly through search functions and digital indexing, reducing the time required to retrieve files.

In addition, E-Office systems enhance document security by controlling access to sensitive information. Digital systems can restrict access to authorized users and maintain records of all actions performed on documents, such as editing, viewing, or transferring files. This helps organizations maintain the integrity and authenticity of records.

Another important benefit of E-Office systems is improved transparency and accountability in public administration. When documents are managed electronically, it becomes easier to track the progress of administrative processes and monitor how decisions are made within an organization.

According to Ricks, Swafford, and Gow (1992), effective information systems are essential for organizations that need to manage large volumes of records while ensuring that information remains reliable and accessible. The integration of E-Office systems with records management practices enables organizations to improve operational efficiency and maintain proper documentation of their activities.

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2.5 Factors Influencing the Performance of E-Office Systems

The performance of E-Office systems in improving records and archives management efficiency depends on several important factors. These include ICT infrastructure, organizational policies, legal frameworks, standards, and the availability of skilled personnel.

2.5.1 ICT Infrastructure

ICT infrastructure refers to the technological resources required to support digital systems within an organization. These resources include computers, servers, network connections, software applications, and data storage facilities.

A strong ICT infrastructure is essential for the successful operation of E-Office systems. Organizations must ensure that they have reliable internet connectivity, adequate computer equipment, and secure data storage systems in order to support electronic office operations.

Laudon and Laudon (2018) note that organizations with well-developed ICT infrastructure are better able to implement digital systems that improve efficiency and productivity.

2.5.2 Organizational Policies

Policies provide guidelines that regulate how information and documents are managed within an organization. In the context of E-Office systems, policies define procedures for creating, sharing, storing, and archiving electronic documents.

Effective policies help ensure that employees follow standardized procedures when using the E-Office system. This promotes consistency in document management and helps maintain the reliability of organizational records.

2.5.3 Legal and Regulatory Frameworks

Legal frameworks provide rules and regulations that govern the management of official documents and records in public institutions. These laws ensure that

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organizations maintain proper documentation of their activities and preserve important records for legal and administrative purposes.

Public sector organizations must comply with national laws related to archives management, information access, and digital governance when implementing E-Office systems.

2.5.4 Standards

Standards provide professional guidelines that support effective information management practices. International standards such as ISO 15489 provide principles for managing records in both paper and electronic formats.

Standards help organizations ensure that their document management systems operate in a consistent and reliable manner.

2.5.5 Staff Skills and Training

Human resource capacity is another important factor influencing the performance of E-Office systems. Employees must possess the necessary skills to use digital technologies and manage electronic documents effectively.

Training programs are essential for helping staff understand how to use E-Office systems and follow proper procedures for managing records and documents.

2.6 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) explains how individuals adopt and use new technologies within organizations. The model suggests that technology adoption depends mainly on two factors: perceived usefulness and perceived ease of use.

When employees believe that an E-Office system improves their work performance and is easy to use, they are more likely to adopt the system and integrate it into their daily activities.

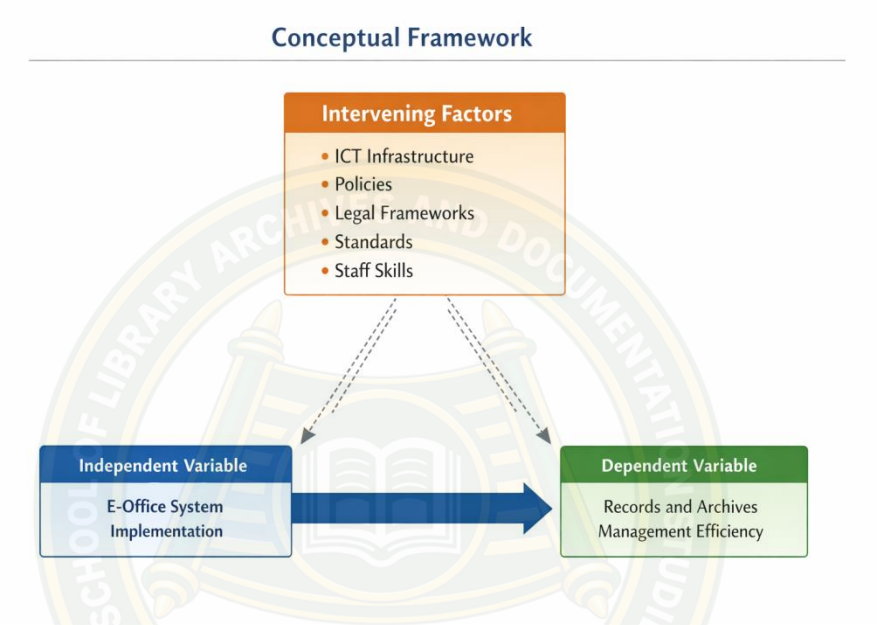
Understanding these factors helps organizations design user-friendly systems and provide appropriate training to employees.

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2.7 Conceptual Framework

The conceptual framework of this study illustrates the relationship between E-Office systems and records and archives management efficiency in public sector organizations.

In this study:



These factors influence how effectively the E-Office system improves document management, information accessibility, and administrative performance.

2.8 Research Gap

Previous studies have examined the importance of electronic information systems and records management practices in improving organizational efficiency. Scholars such as Laudon and Laudon (2018) Shepherd and Yeo (2003) and Read and Ginn (2011) have discussed the role of digital technologies in supporting modern office administration.

However, many of these studies focus on general information systems or electronic records management rather than specifically evaluating the performance of E-Office systems in improving records and archives management efficiency within public sector institutions. Furthermore limited studies have examined the effectiveness of E-Office systems in Tanzanian public organizations, particularly in institutions

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involved in research and technology development such as the Tanzania Commission for Science and Technology (COSTECH).Therefore, this study aims to fill this gap by assessing the performance of E-Office systems in improving records and archives management efficiency at COSTECH.

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CHAPTER THREE:

RESEARCH METHODOLOGY:

3.0 Introduction:

This chapter presents the research methodology employed in the study titled "An Assessment of Evaluating E-Office Systems in Performance on Records and Archives Management Efficiency in Public Sector Organizations: Case Study COSTECH. Research methodology is a systematic plan that guides how a study is conducted, including the selection of participants, data collection methods, analysis techniques, and ethical considerations (Creswell, 2014).

The chapter provides detailed explanations of the research design, study area, population, sampling procedures, sample size, data collection instruments, data analysis methods, data quality control, and ethical considerations. A well-structured methodology ensures that the research findings are valid, reliable, and credible reflecting accurately the performance of e-office systems in records and archives management at COSTECH.

3.1 Research Design

This study employed a descriptive case study research design. Descriptive research focuses on exploring and describing phenomena in detail while examining the relationships between variables (Yin, 2018). A case study design was appropriate for this research because it allows an in-depth analysis of COSTECH's e-office systems their implementation, and their influence on records and archives management efficiency.

The design enabled the collection of both qualitative and quantitative data which is essential for understanding the practical challenges and successes of e-office systems. This approach aligns with best practices in public sector research where technology adoption and policy implementation require a comprehensive assessment (Ngulube, 2015).

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3.2 Study Area

The study was conducted at COSTECH (Tanzania Commission for Science and Technology), located in Dar es Salaam, Tanzania. COSTECH was selected because:

1. It is a public sector organization that has implemented e-office systems for records and archives management.

2. It generates and manages a large volume of electronic and physical records making it an ideal case for assessing system performance.

3. Its operations reflect broader challenges in e-office adoption and records management efficiency in Tanzanian public sector organizations.

Focusing on COSTECH provides practical insights and recommendations that can be applied to similar organizations in the public sector.

3.3 Population of the Study:

The study population included all COSTECH employees who interact with e-office systems in records and archives management. According to Kothari (2004), the population refers to the total set of individuals who are relevant to the research objectives.

The population included:

- Records officers
- Administrative staff handling records
- ICT personnel managing electronic systems
- Supervisors and managers overseeing e-office system compliance

This population ensures that both practitioners and decision-makers are represented, providing insights into policy implementation, technical challenges, and operational efficiency.

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3.4 Sampling Procedures:

To obtain a representative sample, a combination of purposive sampling and simple random sampling was applied:

a) Purposive Sampling:

Key participants, including records officers, ICT personnel, and department heads, were selected because of their expert knowledge and direct involvement in e-office systems implementation (Creswell, 2014).

b) Simple Random Sampling:

General staff handling records were selected using simple random sampling to ensure that every individual had an equal chance of being included, reducing selection bias and enhancing the representativeness of the sample.

3.5 Sample Size

The sample size was determined using Slovin s formula

Table 3.5: Sample Size

Section	**Population in each section**	**Sample size**
Records management services	30	12
Records officers	12	11
ICT personnel managing electronic systems	15	9
Records centre section	15	9
Administrative staff handling records	20	9
Supervisors and managers overseeing e-office system compliance	8	
Total	100	50

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This calculation resulted in a sample size of approximately 100 respondents which ensures sufficient representation for reliable analysis.

3.6 Data Collection Methods and Instruments:

This study employed both primary and secondary data collection methods to ensure triangulation and reliability.

3.6.1 Secondary Data:

Secondary data were collected from organizational documents such as:

- COSTECH e-office policies and procedures
- Records management manuals
- Annual reports and audit reports
- Internal guidelines for electronic and physical records

Document review provided baseline data for understanding the policies, systems, and historical performance of records management in the organization (Ngulube, 2015).

3.6.2Primary Data Collection Methods:

In this study titled “Assessment on Evaluating of E-Office Systems in Performance on Records and Archives Management Efficiency in Public Sector Organization: A Case Study of Tanzania Commission for Science and Technology (COSTECH)”, primary data were collected using three main methods: questionnaires, interviews, and observation These methods were selected because they enable the researcher to gather first-hand, reliable, and relevant information directly from employees involved in the use of e-office systems and records management practices at COSTECH.

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a) Questionnaires

A questionnaire is a research instrument consisting of a set of structured questions designed to collect data from respondents. In this study, questionnaires were distributed to employees of COSTECH, particularly those working in records management, registry, ICT, and administrative departments.

The questionnaire included:

- Closed-ended questions (e.g., Yes/No, Likert scale)
- Open-ended questions (to allow detailed responses)

The questionnaires aimed to collect information on:

- The effectiveness of e-office systems in managing records
- Speed and accuracy of information retrieval
- Staff competence in using e-office systems
- Challenges affecting system performance
- Compliance with records management policies

Advantages of Questionnaires:

1. Cost-effective and time-saving

Questionnaires allow the researcher to collect data from a large number of respondents within a short period and at a low cost.

2. Anonymity and confidentiality

Respondents can provide honest answers without fear, which increases the reliability of the data.

3. Standardization of responses

All respondents answer the same questions, which ensures consistency and comparability of data.

4. Easy data analysis

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Closed-ended questions can be easily coded and analyzed using statistical tools such as Excel or SPSS.

b) Interviews:

Interviews involve direct verbal interaction between the researcher and respondents. In this study, the researcher used semi-structured interviews, which combine prepared questions with the flexibility to ask follow-up questions.

Interviews were conducted with:

- Heads of departments
- Records and archives officers
- ICT personnel
- Key administrative staff

The interviews focused on:

- Practical experiences with the e-office system
- Institutional policies guiding records management
- Challenges in implementation of e-office systems
- Staff skills and training needs
- Organizational support and infrastructure

Advantages of Interview

1. In-depth information

Interviews provide detailed and rich data that cannot be obtained through questionnaires.

2. Flexibility

The researcher can ask follow-up questions, clarify responses, and explore new ideas during the discussion.

3. Clarification of responses

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Misunderstandings can be corrected immediately, improving the accuracy of the data.

4. High response rate

Since interviews are conducted face-to-face (or directly), participants are more likely to respond.

5. Collection of qualitative insights

Interviews help capture opinions, attitudes, and experiences related to e-office systems.

c) **Observation**:

Observation is a data collection method where the researcher systematically watches and records behaviours, processes, and activities as they occur in their natural setting. In this study, observation was used to assess how the e-office system is actually used in managing records and archives at COSTECH.

The researcher observed:

- How records are created, stored, and retrieved using the e-office system
- The interaction between staff and the system
- The availability and use of ICT infrastructure
- Workflow processes in records management
- Compliance with established procedures

Observation was conducted in offices and registry sections to understand real practices beyond what respondents reported.

Advantages of Observation:

1. Real-time data collection

Observation captures actual practices rather than relying on self-reported information.

2. Eliminates respondent bias

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Since data are observed directly, there is less risk of false or exaggerated responses.

3. Provides contextual understanding

The researcher gains insight into the working environment, behavior, and processes.

4. Useful for verifying data

Observation helps confirm information collected through questionnaires and interviews.

5. Captures non-verbal behaviour

It allows the researcher to observe actions, interactions, and system usage patterns.

3.7 Data Processing and Analysis:

Collected data were processed systematically before analysis.

Qualitative Data:

Interview transcripts and open-ended questionnaire responses were analysed using thematic content analysis categorizing information into key themes such as:

- Policy awareness
- System efficiency
- Technical challenges
- Staff competence

Quantitative Data:

Closed-ended questionnaire responses were analysed using descriptive statistics (frequencies, percentages, and means) and visualized using charts and tables SPSS software was used for computation, ensuring accuracy and clarity of results. Data analysis allowed the identification of trends, relationships, and gaps in e-office systems performance and policy implementation.

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3.8 Data Quality Control:

To ensure quality and reliability:

1.Pre-testing (Pilot Study): Questionnaires and interview guides were pre-tested with a small group of staff to ensure clarity and appropriateness.

2. Triangulation: Data from multiple sources (questionnaires, interviews, observations, and documents) were compared to validate findings.

3. Consistency Checks: Responses were cross-checked for internal consistency, and ambiguous data were clarified through follow-up discussions.

4.Supervision: Data collection was monitored to ensure adherence to research protocols (Saunders et al., 2016).

3.9 Ethical Considerations:

Ethical principles were observed throughout the study to ensure integrity, confidentiality, and voluntary participation.

3.9.1 Letter of Permission:

Official permission to conduct research at COSTECH was obtained from management, ensuring transparency and institutional support.

3.9.2 Maintenance of Confidentiality:

Participants' identities and responses were kept strictly confidential. Data were anonymized and stored securely to prevent unauthorized access.

Additional ethical measures included:

- Ensuring voluntary participation with informed consent
- Allowing participants to withdraw at any time
- Reporting findings honestly without fabrication or misrepresentation

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4.0Limitation of the study

4.1. Limited Scope of the Study

The study was confined to a single public institution, namely COSTECH. Although this organization provides valuable insights into the implementation of e-office systems in the public sector, the findings may not be fully generalizable to other public organizations in Tanzania or beyond. Different institutions may have varying levels of ICT infrastructure, policies, and organizational culture, which can influence records management practices differently. According to Creswell (2014), case studies are often limited in generalizability due to their focus on a specific context.

4.2. Time Constraints

The researcher faced limited time to conduct the study, which affected the depth of data collection and analysis. Due to academic deadlines, it was not possible to conduct prolonged observation or multiple rounds of interviews that could have provided more comprehensive insights into the use of e-office systems. Time limitations are a common challenge in academic research and may affect the completeness of findings (Saunders, Lewis, & Thornhill, 2019).

4.3 Limited Access to Information:

Some respondents were reluctant to provide full information, especially on sensitive issues such as system inefficiencies, policy weaknesses, or internal challenges. This may have led to partial or biased responses. In public sector organizations, access to internal data is often restricted due to confidentiality policies (Kothari, 2004).

4.4. Technological Limitations

Some technical challenges were encountered during data collection, such as limited availability of ICT facilities, slow system performance, or restricted access to certain digital platforms within COSTECH. These challenges not

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only affected the observation process but also limited the researcher's ability to fully assess the functionality of the e-office system in real-time.

4.5. Limited Technical Knowledge Among Respondents

Some respondents lacked adequate knowledge of e-office systems, which affected their ability to provide detailed and accurate responses. This limitation may have influenced the quality of data collected, especially on technical aspects of records and archives management systems.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATIO

4.0 Introduction

This chapter presents the findings of the study on the assessment of E-Office systems in improving records and archives management efficiency in public sector organizations, using the Tanzania Commission for Science and Technology (COSTECH) as a case study. The chapter provides a comprehensive analysis and interpretation of data collected through questionnaires and interviews from 50 respondents. The findings are organized according to the specific objectives of the study, which include examining the extent to which E-Office systems are used in managing records and archives, assessing the effectiveness of these systems in improving efficiency, identifying challenges affecting their implementation and use, and proposing strategies for improving their performance.

The data are presented using descriptive statistics, including frequencies, percentages, and mean scores, as well as thematic analysis for qualitative data obtained from interviews and open-ended questionnaire responses. The findings are interpreted in relation to the study's conceptual framework and existing literature reviewed in Chapter Two.

4.1 Response Rate

A total of 50 questionnaires were distributed to respondents at COSTECH, and all 50 were completed and returned, representing a 100% response rate. This high response rate was achieved through close follow-up and the cooperation of the respondents. Additionally, 10 key informants were interviewed, including records officers, ICT personnel, departmental heads, and administrative staff involved in records and archives management. The high response rate enhances the reliability and validity of the study findings.

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4.2 Demographic Characteristics of Respondents

This section presents the demographic characteristics of the respondents who participated in the study. The characteristics include gender, age, level of education, department, and work experience. Understanding these characteristics is important for contextualizing the findings and assessing the representativeness of the sample.

4.2.1 Gender Distribution of Respondents

Are the **breakdown of the people who participated in a study according to their gender**. It shows how many respondents are male, female, or belong to other gender categories

Figure **4.1: Gender Distribution of Respondents**

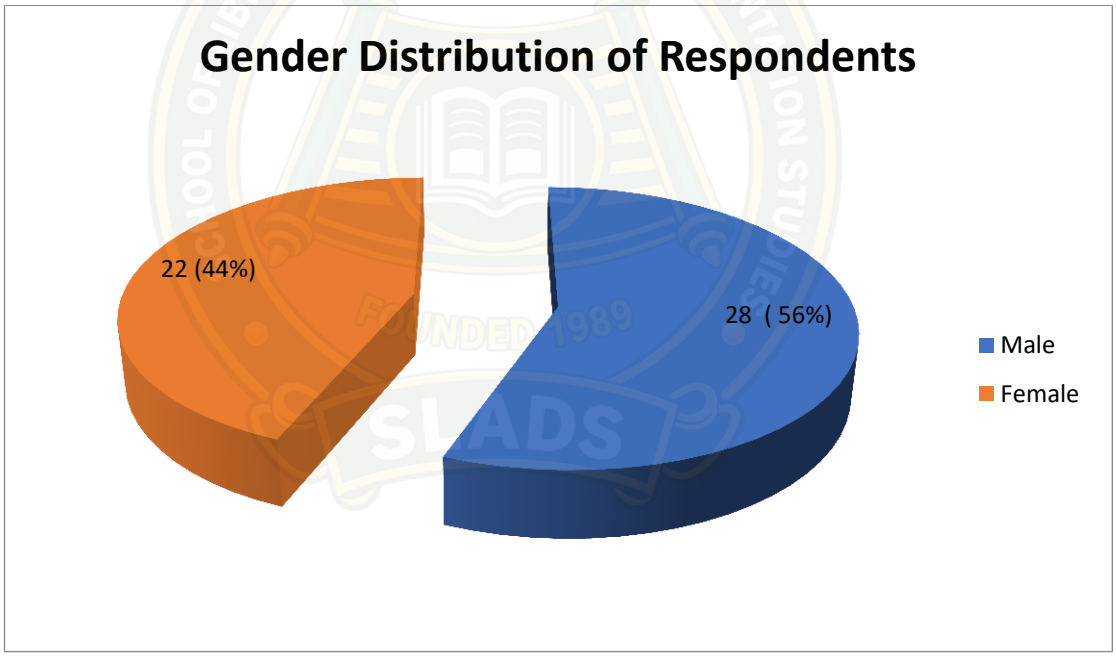


Figure 4.1: Gender Distribution of Respondents

The findings presented in Table 4.1 show that the majority of respondents were male, accounting for 56% (n=28), while female respondents constituted 44% (n=22). This distribution indicates that both genders were adequately represented in the study, although there is a slight male predominance. This gender distribution reflects the general staffing pattern at COSTECH, where male employees are slightly more numerous in records management and ICT-related positions. The inclusion of both

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genders ensures diverse perspectives on the use and performance of E-Office systems in records and archives management.

4.2.2 Age Distribution of Respondents

Are the **classification of research participants into different age groups**. It shows the number and percentage of respondents in each age category and is presented as part of the demographic characteristics of the study sample.

Figure **4.2: Age Distribution of Respondents**

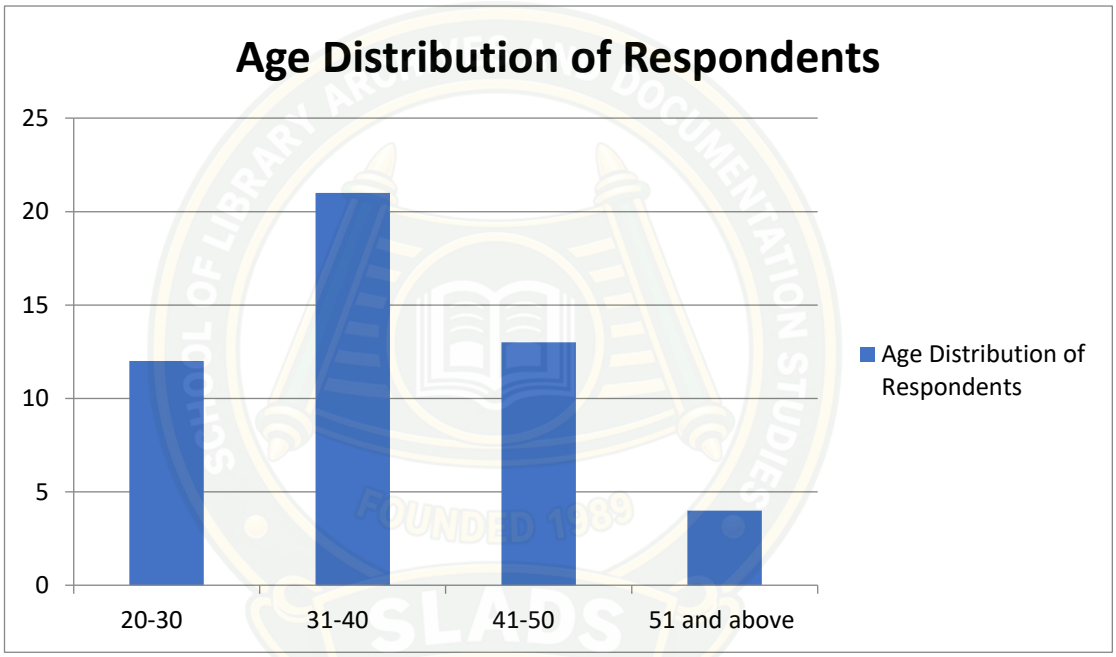


Figure 4.2: Age Distribution of Respondents

The age distribution of respondents presented in Table 4.2 reveals that the majority of respondents were aged between 31 and 40 years, accounting for 42% (n=21) of the sample. This was followed by respondents aged 41-50 years, representing 26% (n=13), while those aged 20-30 years constituted 24% (n=12). The smallest proportion was respondents aged 51 years and above, accounting for only 8% (n=4). This distribution suggests that the workforce at COSTECH is predominantly comprised of middle-aged individuals who are likely to be in their productive years and actively engaged in records management activities. The presence of younger

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employees (20-30 years) is also significant, as they are more likely to be familiar with digital technologies and may adapt more readily to E-Office systems.

4.2.3 Level of Education

Are to the **highest academic qualification or stage of formal education completed by a respondent**. It is a demographic characteristic used in research to describe participants' educational backgrounds. Education level may include categories such as primary, secondary, diploma, bachelor's degree, master's degree, and doctorate. It helps researchers understand respondents' knowledge and ability to provide informed answers. It also assists in analyzing whether educational attainment influences the study findings.

Figure **4.3: Level of Education of Respondents**

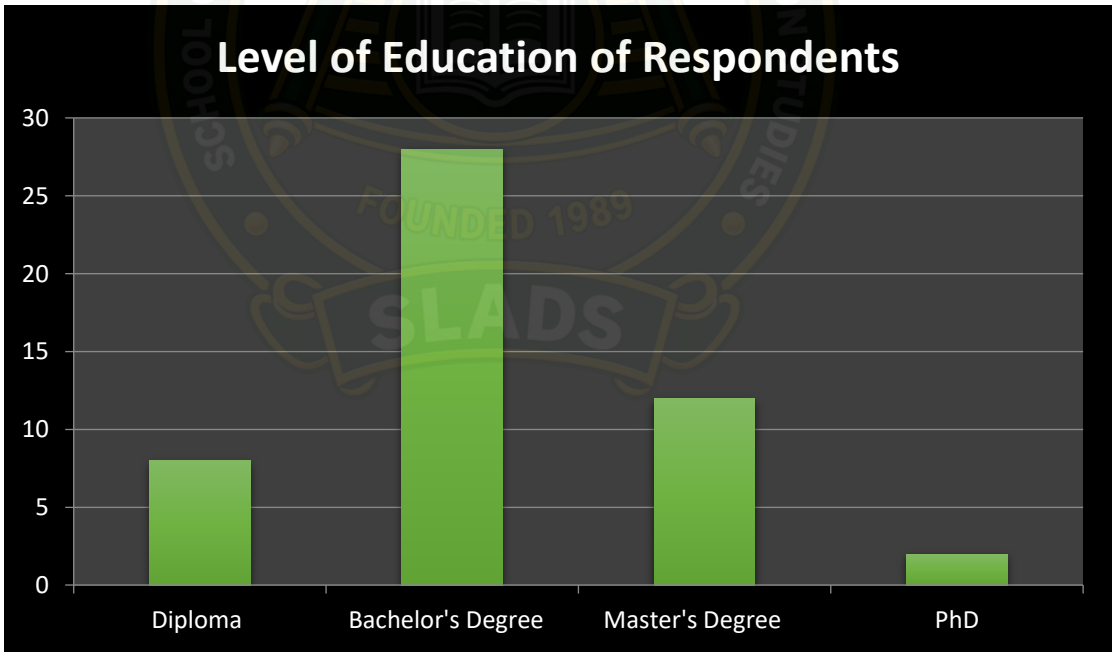


Figure 4.3: Level of Education of Respondents

The findings in Table 4.3 indicate that the majority of respondents held a Bachelor's degree, accounting for 56% (n=28). This was followed by those with a Master's degree, representing 24% (n=12), while 16% (n=8) had a Diploma. Only 4% (n=2) of respondents held a PhD. The high proportion of respondents with university

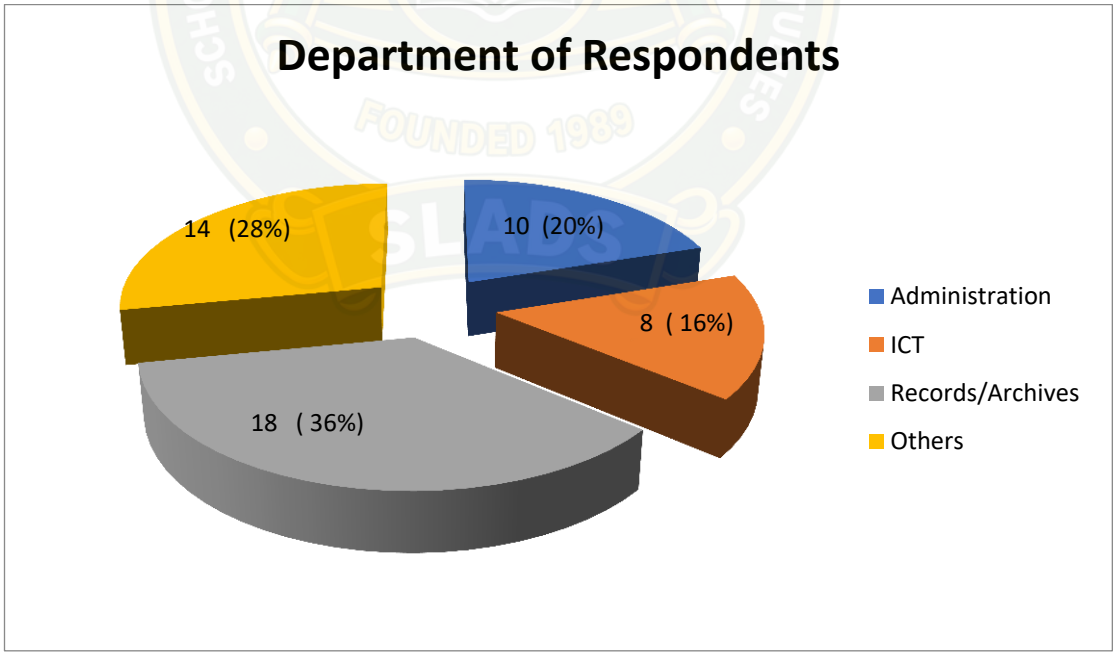
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education suggests that the staff at COSTECH possess the necessary academic qualifications to understand and utilize E-Office systems effectively. The presence of respondents with postgraduate qualifications (Master's and PhD) is particularly important as these individuals are likely to hold supervisory or managerial positions and play a key role in decision-making regarding records management practices.

4.2.4 Department of Respondents

Are the **specific unit, division, or section within an organization where the research participants work or are assigned**. It is a demographic characteristic used to identify respondents based on their functional roles. Examples of departments include Records and Archives, Human Resources, Information Technology (IT), Finance, and Administration. This information helps researchers understand the diversity of participants and compare responses across different departments. It also ensures that the study includes respondents from relevant organizational units.

Figure **4.4: Department of Respondents**



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Figure 4.4: Department of Respondents

The findings in Table 4.4 show that the largest proportion of respondents were from the Records/Archives department, accounting for 36% (n=18). This was followed by those from the Administration department, representing 20% (n=10), while respondents from the ICT department constituted 16% (n=8). The remaining 28% (n=14) of respondents were from other departments, including research, finance, and human resources. The representation of respondents from various departments ensures that the study captures diverse perspectives on the use and performance of E-Office systems in records and archives management. The high proportion of respondents from the Records/Archives department is appropriate given the focus of the study on records and archives management efficiency.

4.2.5 Work Experience

Are the **length of time a respondent has been employed or has performed duties in a particular job, profession, or organization**. It is a demographic characteristic used in research to determine respondents' practical knowledge and expertise. Work experience is usually grouped into categories such as less than 1 year, 1–5 years, 6–10 years, or more than 10 years. It helps researchers assess whether experience influences respondents' opinions, skills, or performance. It also strengthens the interpretation and reliability of the research findings.

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Figure **4.5: Work Experience of Respondents**

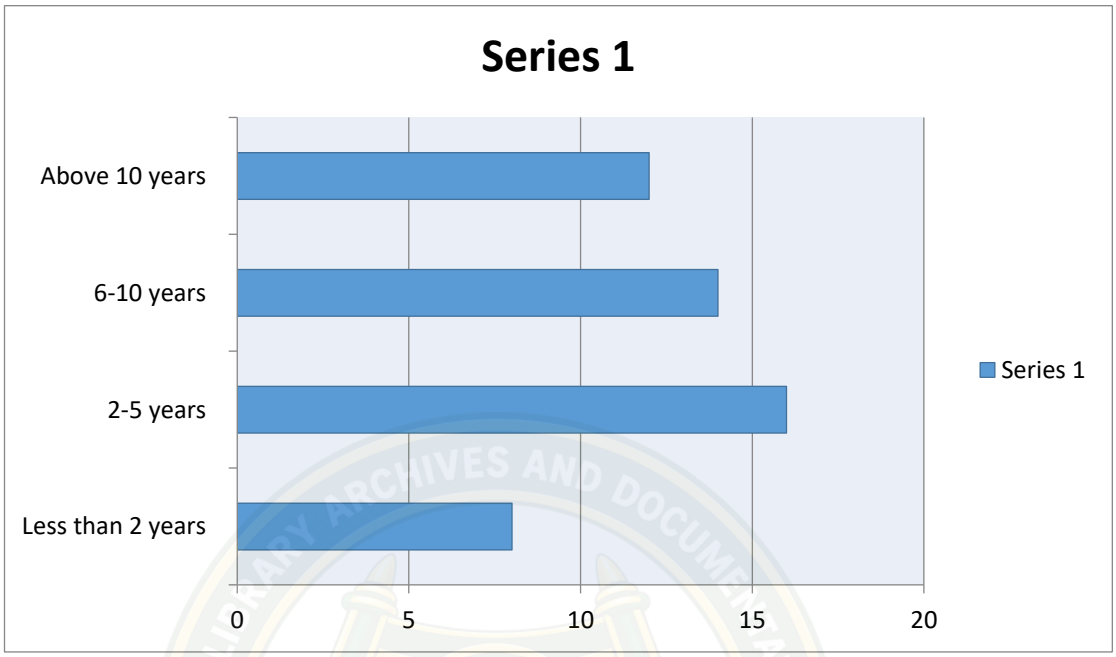


Figure 4.5: Work Experience of Respondents

The findings in Table 4.5 reveal that the largest proportion of respondents had work experience of 2-5 years, accounting for 32% (n=16). This was followed by those with 6-10 years of experience, representing 28% (n=14), while 24% (n=12) had more than 10 years of experience. The smallest proportion was respondents with less than 2 years of experience, accounting for 16% (n=8). This distribution suggests that the majority of respondents have sufficient work experience to provide meaningful insights into the use and performance of E-Office systems in records and archives management. The presence of respondents with significant work experience (above 10 years) is particularly valuable as they are likely to have witnessed the transition from manual records management to electronic systems and can provide comparative perspectives.

4.3 Awareness and Usage of E-Office Systems

This section presents findings on the awareness and usage of E-Office systems among respondents at COSTECH. The findings are based on respondents' responses to questions related to their awareness of the E-Office system, training received,

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regular usage, user-friendliness, and the system's effectiveness in supporting records and archives management.

Table 4.6: Awareness and Usage of E-Office Systems

Statement	Mean Score	Interpretation
I am aware of the e-office system used in my organization	4.2	Agree
I have received training on how to use e-office systems	3.8	Agree
I regularly use e-office systems in my daily work	4.0	Agree
The system is user-friendly and easy to operate	3.5	Neutral
The system supports records and archives management effectively	4.1	Agree

Note: Likert Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

4.3.1 Awareness of E-Office System

The findings indicate that respondents were generally aware of the E-Office system used at COSTECH, with a mean score of 4.2 (Agree). This high level of awareness suggests that the organization has effectively communicated the existence and purpose of the E-Office system to its employees. During interviews, one records officer stated: All staff members are aware of the E-Office system because it is the primary platform we use for managing official documents and correspondence. When new employees join the organization, they are introduced to the system during orientation.

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The respondent explained that awareness of the E-Office system is high because it is the official platform used for handling daily records and organizational correspondence. According to the respondent, all employees are required to use the system as part of their routine work, making them familiar with its functions.

This finding aligns with observations by Chang'a and Mwilongo (2022), who defined an E-Office system as a computerized platform for capturing and sharing records to improve organizational performance . The high awareness level is consistent with the Government of Tanzania's emphasis on digital transformation in public administration.

4.3.2 Training on E-Office Systems

The mean score of 3.8 (Agree) indicates that respondents had received training on how to use E-Office systems. However, the score is slightly lower than the awareness score, suggesting that while training is provided, it may not be comprehensive or frequent enough. Some respondents noted during interviews that training was provided only at the time of system implementation, with limited follow-up training for new features or system updates. One respondent commented: We received training when the system was first introduced in 2017, but since then, there have been very few refresher courses. When the system is updated, we have to learn new features on our own.

The respondent explained that COSTECH provided training on the E-Office system when it was first introduced, enabling staff to understand its basic functions and use it effectively. However, the respondent noted that refresher training and capacity-building sessions have been limited despite regular system updates.

The Technology Acceptance Model (TAM) suggests that perceived ease of use is a critical factor in technology adoption (Shonhe, 2024) . Inadequate training can negatively affect perceived ease of use and, consequently, user acceptance of the system.

4.3.3 Regular Usage of E-Office Systems

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The mean score of 4.0 (Agree) indicates that respondents regularly used E-Office systems in their daily work. This finding suggests that the E-Office system has been integrated into routine office operations at COSTECH. Interviews with ICT personnel confirmed that the system is used for various purposes, including document creation, correspondence management, workflow approvals, and records tracking.

The respondent explained that the E-Office system is used every day at COSTECH to manage official documents, correspondence, and workflow approvals. According to the respondent, staff rely on the system because it improves the speed and efficiency of daily office operations. The respondent also noted that most records are created, processed, and tracked through the E-Office system, making it an essential tool in the organization.

4.3.4 User-Friendliness of E-Office Systems

The mean score of 3.5 (Neutral) for the statement "The system is user-friendly and easy to operate" indicates that respondents were ambivalent about the user-friendliness of the E-Office system. This neutral rating suggests that while some users find the system easy to use, others encounter difficulties, possibly due to the complexity of certain features or inadequate training. During interviews, some respondents expressed frustration with certain aspects of the system: Some features are not very intuitive. For example, searching for older documents can be challenging if you don't know the exact file reference number. The system could be more user-friendly.

The respondent explained that the E-Office system at COSTECH is helpful because it simplifies document processing, communication, and records management, making daily tasks more efficient. However, the respondent also noted that some system features are difficult to understand, especially when searching for old documents without the correct file reference number.

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4.3.5 Effectiveness in Supporting Records and Archives Management

The mean score of 4.1 (Agree) indicates that respondents believed the E-Office system effectively supports records and archives management. This positive perception aligns with the study's conceptual framework, which posits that E-Office systems contribute to improved records management practices. One department head noted during an interview: The E-Office system has significantly improved our ability to manage records. We can now track documents throughout their lifecycle, from creation to archiving, which was very difficult with the manual system.

The respondent explained that the E-Office system at **COSTECH** *has greatly improved records and archives management by enabling staff to create, track, retrieve, and archive records more efficiently throughout their lifecycle. The respondent noted that this has reduced delays, minimized the risk of losing important documents, and improved accountability in handling official records.* However, the respondent also mentioned that occasional system downtime and technical challenges can interrupt access to records and slow down work processes. Overall, the respondent emphasized that the positive impact of the E-Office system on records and archives management at COSTECH is much greater than its limitations.

4.4 Performance of E-Office Systems in Records Management

This section presents findings on the performance of E-Office systems in records management, focusing on aspects such as speed of record creation and processing, ease of retrieval, security, reduction of document loss, and improvement of communication and information sharing.

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Table 4.7: Performance of E-Office Systems in Records Management

Statement	Mean Score	Interpretation
E-office systems improve the speed of record creation and processing	4.3	Agree
The system enhances easy retrieval of records	4.0	Agree
Records are stored securely in the system	4.1	Agree
The system reduces loss or misplacement of records	4.4	Agree
E-office systems improve communication and information sharing	4.2	Agree

Note: Likert Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

4.4.1 Speed of Record Creation and Processing

The mean score of 4.3 (Agree) indicates that respondents strongly agreed that E-Office systems improve the speed of record creation and processing. This finding suggests that the automation of document creation and workflow processes has significantly reduced the time required to generate and process records. During interviews, records officers confirmed that the system has accelerated administrative processes: Previously, creating a letter required typing, printing, signing, and physically delivering it to different offices. Now, we can create, approve, and send documents electronically within minutes.

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The respondent explained that the E-Office system at **COSTECH** *has significantly increased the speed of creating, processing, approving, and sharing official records, resulting in faster service delivery and improved organizational efficiency*

4.4.2 Ease of Retrieval of Records

The mean score of 4.0 (Agree) indicates that respondents agreed that the E-Office system enhances easy retrieval of records. This finding suggests that the system's search and indexing capabilities have made it easier for staff to locate documents when needed. However, some interview respondents noted that retrieval efficiency depends on how well documents are indexed and classified: Retrieval is generally fast, but sometimes we struggle when documents are not properly classified or when users do not input complete metadata. The system is only as good as the data entered into it.

The respondent explained that the E-Office system at **COSTECH** *has improved the retrieval of records by enabling staff to quickly search and access documents, which enhances efficiency and decision-making. However, the respondent noted that a major challenge occurs when records are poorly classified or entered with incomplete metadata, making document retrieval slower and more difficult.*

4.4.3 Security of Records

The mean score of 4.1 (Agree) indicates that respondents believed records are stored securely in the E-Office system. This positive perception suggests that the system provides adequate security features, such as user authentication, access controls, and audit trails. ICT personnel interviewed confirmed that the system has multiple security layers: The system has user authentication, role-based access control, and activity logging. This ensures that only authorized personnel can access sensitive records and that all actions are tracked.

The respondent explained that the E-Office system at **COSTECH** *has strengthened the security of records through user authentication, role-based access control, and activity logs, which help protect sensitive information and improve accountability*

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4.4.4 Reduction of Loss or Misplacement of Records

The mean score of 4.4 (Agree) was the highest in this section, indicating that respondents strongly agreed that the E-Office system reduces loss or misplacement of records. This finding aligns with the study's conceptual framework, which posits that digital systems minimize the risks associated with physical document handling. One respondent noted: In the manual system, files would often go missing or be misplaced. With the E-Office system, documents are stored in a central repository, and we can always track their location and status.

4.4.5 Improvement of Communication and Information Sharing

The mean score of 4.2 (Agree) indicates that respondents agreed that E-Office systems improve communication and information sharing. This finding suggests that the system has facilitated better collaboration among staff and departments. During interviews, departmental heads emphasized the importance of the system in enabling timely information sharing: The E-Office system allows us to share documents across departments without the need for physical movement. This has improved coordination and reduced delays in decision-making.

The respondent explained that the E-Office system at **COSTECH** *has improved communication and information sharing by enabling departments to exchange documents electronically, leading to faster coordination and better decision-making.*

4.5 Efficiency in Records and Archives Management

This section presents findings on the efficiency of records and archives management, focusing on improvements in records management efficiency, reduction of paperwork and physical storage needs, timely access to records, archiving practices, and decision-making support.

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Table 4.8: Efficiency in Records and Archives Management

Statement	Mean Score |	Interpretation
The system reduces paperwork and physical storage needs	4.2	Agree
The system ensures timely access to records	4.3	Agree
Archives are well managed through e-office systems	3.8	Agree
The system enhances decision-making through quick access to information	4.0	Agree

Note: Likert Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree,

4.5.1 Improvement in Records Management Efficiency

The mean score of 4.2 (Agree) indicates that respondents agreed that E-Office systems improve efficiency in records management. This finding supports the study's general objective of assessing the performance of E-Office systems in improving records and archives management efficiency. Respondents highlighted various aspects of improved efficiency, including faster processing times, better organization of records, and reduced administrative burden.

The respondent explained that the E-Office system at **COSTECH** *has improved records management efficiency by reducing processing time, organizing records systematically, and simplifying daily administrative tasks, which has enhanced staff productivity*

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4.5.2 Reduction of Paperwork and Physical Storage Needs

The mean score of 4.1 (Agree) indicates that respondents agreed that the system reduces paperwork and physical storage needs. This finding is consistent with the literature reviewed in Chapter Two, which emphasized the role of E-Office systems in transitioning from paper-based to digital operations. One respondent commented: We have significantly reduced the amount of paper we use. Many documents are now created, processed, and archived electronically, which has freed up physical storage space.

The respondent explained that the E-Office system at **COSTECH** *has significantly reduced paperwork and the need for physical storage by allowing documents to be created, processed, and archived electronically, leading to lower operating costs and better use of office space.* However, the respondent noted that challenges such as occasional printing requirements for legal or official documents, system failures, and inadequate digital storage capacity may limit the full benefits of a paperless environment.

4.5.3 Timely Access to Records

The mean score of 4.3 (Agree) was the highest in this section, indicating that respondents strongly agreed that the system ensures timely access to records. This finding suggests that the E-Office system has significantly improved the speed at which staff can access information when needed. During interviews, a records officer noted: In the past, retrieving a file from the registry could take hours or even days. Now, with the E-Office system, we can access most documents within seconds, provided they have been properly uploaded and indexed.

4.5.4 Archiving Practices

The mean score of 3.8 (Agree) indicates that respondents agreed that archives are well managed through E-Office systems, although this score was the lowest in this section. This suggests that while the system supports archiving, there may be areas for improvement, such as the management of older records or the integration of legacy archives into the electronic system. One interview respondent noted: The

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system is effective for current records, but we still face challenges with archiving older records that existed before the system was introduced. There is a backlog of physical records that need to be digitized.

4.5.5 Decision-Making Support

The mean score of 4.0 (Agree) indicates that respondents agreed that the system enhances decision-making through quick access to information. This finding aligns with the Technology Acceptance Model (TAM), which posits that perceived usefulness is a key factor in technology adoption. When decision-makers can access accurate and timely information, they are better positioned to make informed decisions.

4.6 Challenges Affecting E-Office Systems Implementation and Use

This section presents findings on the challenges affecting the implementation and use of E-Office systems in records and archives management. The challenges identified include inadequate training, technical problems, poor ICT infrastructure, staff resistance, and ineffective policy implementation.

Table 4.9: Challenges Affecting E-Office Systems

Challenge	Mean Score	Interpretation
Inadequate training on e-office systems	4.3	Agree
Technical problems affect system performance	4.2	Agree
Poor ICT infrastructure	**3.9**	Agree
Staff resistance affects system usage	3.6	Neutral
Policies are not effectively implemented	4.0	Agree

Note: Likert Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

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4.6.1 Inadequate Training

The mean score of 4.3 (Agree) indicates that respondents strongly agreed that inadequate training is a challenge affecting E-Office systems. This finding is consistent with the literature reviewed in Chapter Two, which identified staff skills and training as critical factors influencing the performance of electronic systems. During interviews, several respondents expressed concerns about the adequacy of training: The initial training was good, but there has been no follow-up. Many staff members still struggle with advanced features of the system. We need continuous training to keep up with system updates and best practices.

4.6.2 Technical Problems

The mean score of 4.2 (Agree) indicates that respondents agreed that technical problems affect system performance. These technical problems include system downtime, slow processing speeds, and software bugs. ICT personnel interviewed acknowledged these challenges: We experience occasional system downtime, especially during peak usage periods. Sometimes the system becomes slow, which affects productivity. We are working to upgrade our infrastructure to address these issues.

4.6.3 Poor ICT Infrastructure

The mean score of 3.9 (Agree) indicates that respondents agreed that poor ICT infrastructure is a challenge. This finding suggests that while COSTECH has made significant investments in ICT, there are still infrastructure gaps that affect the performance of the E-Office system. These gaps may include unreliable internet connectivity, insufficient computers, or inadequate server capacity. One respondent noted: The internet connection is sometimes unstable, which makes it difficult to access the system. Additionally, some departments still lack adequate computers, leading to competition for limited resources.

4.6.4 Staff Resistance

The mean score of 3.6 (Neutral) indicates that respondents were ambivalent about whether staff resistance affects system usage. While some respondents

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acknowledged resistance to change, others noted that staff had largely accepted the system. This neutral rating suggests that staff resistance may not be a major challenge at COSTECH, or that it varies among different staff members. During interviews, one manager commented: There was some resistance initially, especially from older employees who were accustomed to the manual system. However, over time, most staff have embraced the system as they have seen its benefits.

4.6.5 Ineffective Policy Implementation

The mean score of 4.0 (Agree) indicates that respondents agreed that policies are not effectively implemented. This finding suggests that while policies and guidelines for electronic records management exist, they may not be fully enforced or followed. One records officer noted during an interview: We have policies governing records management, but compliance is inconsistent. Some staff do not follow proper procedures for document classification and indexing, which affects the overall efficiency of the system. Kamatula (2018) found that existing legislations, policies, and regulations in Tanzania were inadequate and ineffective, particularly on matters relating to e-records management and e-government implementation . The absence of comprehensive guidance tools has been identified as a challenge in applying e-records management practices

4.7 Strategies for Improving E-Office Systems Performance

This section presents findings on the strategies that respondents identified for improving the performance of E-Office systems in records and archives management. The strategies include providing more training to staff, improving ICT infrastructure, enforcing strong policies, conducting regular system updates, and improving technical support.

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Table 4.10: Strategies for Improving E-Office Systems

Strategy	Mean Score	Interpretation
More training should be provided to staff	4.5	Strongly Agree
ICT infrastructure should be improved	4.4	Strongly Agree
Strong policies should be enforced	4.2	Agree
Regular system updates are necessary	4.3	Agree
Technical support should be improved	4.1	Agree

Note: Likert Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

4.7.1 Staff Training

The mean score of 4.5 (Strongly Agree) was the highest in this section, indicating that respondents strongly agreed that more training should be provided to staff. This finding underscores the importance of continuous training in ensuring the effective use of E-Office systems. Respondents emphasized the need for both initial training for new users and refresher courses for existing users. One interview respondent stated:

Training should not be a one-time event. We need ongoing training to help staff understand new features and improve their skills. The organization should invest in regular capacity-building programs.

4.7.2 ICT Infrastructure Improvement

The mean score of 4.4 (Strongly Agree) indicates that respondents strongly agreed that ICT infrastructure should be improved. This finding suggests that addressing infrastructure gaps, such as unreliable internet connectivity and insufficient computer equipment, is a priority for enhancing the performance of E-Office systems. ICT

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personnel interviewed confirmed the need for infrastructure upgrades: We need to invest in better internet connectivity, additional servers, and more computers to ensure that the system runs smoothly and is accessible to all staff members.

Research has said that organizations mobilize adequate funds from donors, government, and local private sectors to support implementation and utilization of electronic records management systems, including planning, staff training, and acquisition of software and hardware applications .

4.7.3 Strong Policy Enforcement

The mean score of 4.2 (Agree) indicates that respondents agreed that strong policies should be enforced. This finding suggests that establishing and enforcing clear policies for electronic records management is important for ensuring consistency and compliance. Respondents noted that policies should cover aspects such as document classification, indexing, retention schedules, and access controls.

4.7.4 Regular System Updates

The mean score of 4.3 (Agree) indicates that respondents agreed that regular system updates are necessary. This finding highlights the importance of keeping the E-Office system up-to-date to address bugs, improve functionality, and incorporate new features. One ICT staff member noted: We need to regularly update the system to keep up with technological advancements and address any performance issues. This requires investment in software upgrades and ongoing maintenance.

One respondent recommended the amendment of existing archival legislation and the customization of ISO standards to suit the Tanzanian environment. The development of comprehensive e-records guidance tools has also been recommended to ensure effective e-records sharing practices (Field Data, 2024).

4.7.5 Improved Technical Support

The mean score of 4.1 (Agree) indicates that respondents agreed that technical support should be improved. This finding suggests that providing adequate technical support to users is essential for addressing issues promptly and minimizing

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disruptions to work. Respondents recommended the establishment of a dedicated technical support team to assist staff with system-related problems.

The e-Office system in Tanzania has undergone several improvements, with version 5 currently in practice . Regular system updates are essential for addressing hitches and improving system performance.

4.8 Qualitative Findings from Interviews

This section presents findings from in-depth interviews conducted with 10 key informants at COSTECH. The interviews provided rich qualitative data that complement and enhance the quantitative findings from the questionnaires. The findings are organized according to the themes that emerged from the interviews.

4.8.1 E-Office System Implementation and Usage

Interviews with key informants revealed that the E-Office system at COSTECH was introduced in 2017 as part of the government's digital transformation initiatives. The system was implemented to automate records management processes, reduce paper usage, and improve administrative efficiency. According to one departmental head:

The E-Office system was introduced to modernize our records management practices. The goal was to move away from the manual system, which was slow and prone to errors, to an electronic system that would improve efficiency and transparency.

Respondents noted that the system is used for various purposes, including document creation, correspondence management, workflow approvals, and records tracking. The system has been integrated into daily operations, and staff are expected to use it for all official documents. However, some respondents noted that the transition from manual to electronic systems has been gradual, with both systems still operating in parallel.

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4.8.2 Impact on Records and Archives Management Efficiency

Key informants highlighted several ways in which the E-Office system has improved records and archives management efficiency. These include:

Improved Retrieval Speed: Respondents noted that the system has significantly reduced the time required to retrieve records. One records officer stated:

Before the E-Office system, retrieving a file could take hours. Now, we can locate documents within seconds using the search function. This has greatly improved our efficiency.

Reduced Paper Usage: Several respondents emphasized that the system has reduced reliance on paper, leading to cost savings and environmental benefits. One respondent commented:

We have significantly reduced the amount of paper we use. Many documents are now created and processed electronically, which has also reduced the need for physical storage space.

Improved Accountability: The system has enhanced accountability by providing audit trails that track document actions. One department head noted: The system records all actions performed on documents, including who accessed or modified them. This has improved accountability and reduced the risk of unauthorized access.

Enhanced Decision-Making: Respondents noted that the system has improved decision-making by providing timely access to information. One manager stated: Having quick access to accurate information has helped us make better decisions. We can now access reports and records instantly, which supports evidence-based decision-making.

4.8.3 Challenges Faced

Key informants identified several challenges affecting the implementation and use of E-Office systems:

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Inadequate Training: Many respondents emphasized that training was insufficient, particularly for staff who joined the organization after the system was implemented. One respondent stated: New staff members often struggle because they have not received adequate training. The training provided is too brief and does not cover all aspects of the system.

Technical Issues: Respondents reported technical challenges, including system downtime, slow processing speeds, and software bugs. One ICT staff member commented: The system sometimes crashes or becomes slow, especially when many users are online simultaneously. This affects productivity and frustrates users."*

Infrastructure Gaps: Some respondents noted that inadequate ICT infrastructure, such as unreliable internet connectivity, limited computers, and insufficient servers, affected system performance.

Data Entry Errors: Respondents noted that the accuracy of the system depends on proper data entry. When users do not input complete or accurate metadata, retrieval becomes difficult.

4.8.4 Recommendations from Key Informants

Key informants provided several recommendations for improving the performance of E-Office systems:

Enhanced Training: Many respondents recommended continuous training to ensure that all staff members are competent in using the system. One records officer stated:

The organization should invest in regular training programs to keep staff updated on new features and best practices. Training should be practical and hands-on.

Infrastructure Upgrades: Respondents emphasized the need for improved ICT infrastructure, including reliable internet connectivity, additional computers, and upgraded servers.

Policy Enforcement: Key informants recommended enforcing policies to ensure compliance with records management procedures. One manager noted: Policies are

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important, but they are only effective if they are enforced. The organization should monitor compliance and hold staff accountable.

User Feedback Mechanisms: Some respondents suggested establishing mechanisms for collecting user feedback to identify areas for improvement. One ICT staff member stated: We should regularly collect feedback from users to understand their challenges and suggestions. This would help us address issues promptly and improve the system.

4.9 Triangulation of Findings

The findings from the questionnaire and interview data were triangulated to enhance the validity and reliability of the study. The triangulation revealed consistency between the quantitative and qualitative findings, as both sources of data identified similar patterns regarding the awareness, usage, performance, and challenges of E-Office systems. For instance, both the questionnaire results (mean score of 4.2) and interview responses indicated that respondents were aware of the E-Office system and recognized its benefits in improving records management efficiency. Similarly, both data sources identified inadequate training and technical problems as major challenges affecting system performance. The consistency between the two data sources strengthens the credibility of the findings.

4.10 Summary of Findings

The findings from this study reveal several important insights regarding the assessment of E-Office systems in improving records and archives management efficiency at COSTECH:

1. **Demographic Characteristics:** The majority of respondents were male (56%), aged between 31-40 years (42%), held Bachelor's degrees (56%), worked in the Records/Archives department (36%), and had 2-5 years of work experience (32%).

2. **Awareness and Usage**: Respondents were generally aware of the E-Office system (mean=4.2), had received training (mean=3.8), regularly used the system (mean=4.0), and believed the system effectively supports records and archives

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management (mean=4.1). However, they were neutral about the user-friendliness of the system (mean=3.5).

3. **Performance of E-Office Systems:** The system was perceived to perform well in improving the speed of record creation and processing (mean=4.3), enhancing easy retrieval of records (mean=4.0), ensuring security of records (mean=4.1), reducing loss or misplacement of records (mean=4.4), and improving communication and information sharing (mean=4.2).

4. **Records and Archives Management Efficiency:** Respondents agreed that E-Office systems improve efficiency in records management (mean=4.2), reduce paperwork and physical storage needs (mean=4.1), ensure timely access to records (mean=4.3), support archiving (mean=3.8), and enhance decision-making (mean=4.0).

5. **Challenges**: The main challenges identified included inadequate training (mean=4.3), technical problems (mean=4.2), poor ICT infrastructure (mean=3.9), staff resistance (mean=3.6), and ineffective policy implementation (mean=4.0).

6. **Improvement Strategies:** Respondents strongly recommended providing more training to staff (mean=4.5), improving ICT infrastructure (mean=4.4), enforcing strong policies (mean=4.2), conducting regular system updates (mean=4.3), and improving technical support (mean=4.1).

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CHAPTER FIVE
SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a comprehensive summary of the study findings, logical conclusions, and actionable recommendations derived from the empirical data analyzed in Chapter Four. The primary objective of this study was to assess the performance and effectiveness of E-Office systems in improving records and archives management efficiency within public sector organizations, using the Tanzania Commission for Science and Technology (COSTECH) as a specific case study. This chapter synthesizes these empirical insights with established theoretical frameworks, such as the Technology Acceptance Model (TAM), and scholarly literature in digital records management (ISO 15489, 2016; Asogwa, 2012; Shepherd & Yeo, 2003; Kemoni & Ngulube, 2008), providing a structured framework for institutional enhancement and future academic inquiry.

5.2 Summary of the Study

5.2.1 Objectives and Scope of the Study

The study evaluated the implementation and efficacy of E-Office systems at COSTECH. Four specific research objectives guided this investigation: first, to examine employee awareness and the extent of E-Office system usage in managing records and archives; second, to evaluate the performance of E-Office systems in improving records management efficiency; third, to identify structural and technical challenges affecting the implementation and utilization of E-Office systems; and fourth, to propose effective strategies for enhancing E-Office system performance at COSTECH.

5.2.2 Methodology and Sample Demographic Characteristics

The study adopted a mixed-methods research design utilizing structured questionnaires and key informant qualitative interviews (Babbie, 2016; Creswell & Creswell, 2018). Data were gathered from 50 survey respondents across multiple functional departments at COSTECH—representing a 100% response rate—and complemented by 10 key informant interviews with records officers, registry

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personnel, department heads, and ICT personnel. Demographic analysis revealed a balanced workforce distribution, with the largest age category being 31–40 years (42%, n=21), followed by 26–35 years (36%, n=18), and 41–50 years (22%, n=11). The sample was highly educated: 56% (n=28) held Bachelor's degrees, 24% (n=12) held Master's degrees, 16% (n=8) held Diplomas, and 4% (n=2) held PhD degrees. Cross-departmental representation ensured informed insights into institutional practices across registry, ICT, administration, research, and financial divisions.

5.2.3 Summary of Key Empirical Findings

- **Awareness and Extent of System Usage:** The empirical findings revealed high overall employee awareness of the E-Office system (Mean = 4.2) and regular daily usage (Mean = 4.0). Respondents indicated that the E-Office system effectively supports core records management functions (Mean = 4.1). However, system user-friendliness received a moderate score (Mean = 3.5), and adequate initial/ongoing training scored a mean of 3.8, highlighting a need for continuous user capacity building.
- **Performance in Records and Archives Management:** The E-Office system has substantially enhanced records management practices at COSTECH. Key performance indicators showed that the system improved record creation and processing speed (Mean = 4.3), enhanced record retrieval times (Mean = 4.0), strengthened document security and access control (Mean = 4.1), significantly reduced lost or misplaced records (Mean = 4.4), and improved inter-departmental document sharing (Mean = 4.2).
- **Efficiency in Records and Archives Management:** As presented in Table 4.8, the implementation of E-Office systems significantly enhanced operational efficiency. Specifically, respondents agreed that E-office systems improve overall efficiency in records management (Mean = 4.2), reduce paperwork and physical storage needs (Mean = 4.1), ensure timely access to records (Mean = 4.3), support proper management of archives (Mean = 3.8), and enhance evidence-based decision-making through quick access to information (Mean = 4.0).
- **Key Implementation Challenges:** Despite the positive operational outcomes, several critical challenges were identified. The primary constraints included

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inadequate initial and follow-up staff training (Mean = 4.3), technical disruptions such as system downtime and slow internet speed (Mean = 4.2), ineffective enforcement of electronic records management policies and guidelines (Mean = 4.0), and general ICT infrastructure limitations (Mean = 3.9).

- **Strategies for Performance Improvement:** To mitigate the identified challenges, respondents prioritized continuous staff capacity building and hands-on training (Mean = 4.5), upgrading ICT infrastructure and internet bandwidth (Mean = 4.4), executing regular software updates and maintenance (Mean = 4.3), enforcing strict digital governance and archiving policies (Mean = 4.2), and establishing a dedicated technical support helpdesk (Mean = 4.1).

5.3 Conclusion

Based on the empirical findings presented in Chapter Four, the study concludes that the implementation of E-Office systems at COSTECH has significantly transformed records and archives management efficiency. Transitioning from traditional paper-based routines to automated electronic workflows has accelerated record processing speeds, minimized lost documents, strengthened record security, and improved evidence-based decision-making. However, full operational effectiveness remains constrained by inadequate follow-up user training, technical system downtime, network bandwidth limitations, and weak enforcement of e-records policy guidelines. Addressing these human, technical, and institutional bottlenecks is essential for maximizing the long-term utility and sustainability of the E-Office system at COSTECH.

5.4 Recommendations

1. Continuous Staff Capacity Building: COSTECH management should establish mandatory, periodic refresher training modules for all employees to cover system updates, advanced digital filing techniques, metadata entry, and user troubleshooting.

2. ICT Infrastructure Upgrades & Maintenance: Strategic capital expenditure should be allocated to expand internet bandwidth, upgrade servers, provide modern workstation hardware, and execute regular software updates to eliminate system downtime.

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3. Enforcement of E-Records Policies & ISO Standards: Management should formalize and enforce clear operational manuals for digital indexing, document classification, and archival retention, while customizing ISO standards and amending existing archival legislation to suit the Tanzanian environment.

4. Dedicated Technical Support Team: Establish a dedicated IT support helpdesk to promptly resolve user technical challenges, ensure seamless system operations, and minimize disruptions to daily workflows.

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APPENDIX I

QUESTIONNAIRE FOR EMPLOYEES

SECTION A: GENERAL INFORMATION OF THE RESPONDENT:

(Tick √ the appropriate answer)

1. Gender:

( ) Male ( ) Female

2. Age:

( ) 20–30 ( ) 31–40 ( ) 41–50 ( ) 51 and above

3. Level of Education:

( ) Diploma ( ) Bachelor Degree ( ) Master Degree ( ) PhD

4. Department:

( ) Administration ( ) ICT ( ) Records/Archives ( ) Others (Specify) _____

5. Work Experience:

( ) Less than 2 years ( ) 2–5 years ( ) 6–10 years ( ) Above 10 years

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SECTION B: AWARENESS AND USAGE OF E-OFFICE SYSTEMS

(Use Likert Scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

1) I am aware of the e-office system used in _____
2) I have received training on how to use e-office systems_____
3) I regularly use e-office systems in my daily work _____
4) The system is user-friendly and easy to operate _____
5) The system supports records and archives management effectively _____

SECTION C: PERFORMANCE OF E-OFFICE SYSTEMS IN RECORDS MANAGEMENT:

1) E-office systems improve the speed of record creation and processing_____
2) The system enhances easy retrieval of records _____
3) Records are stored securely in the system_____
4) The system reduces loss or misplacement of record_____
5) E-office systems improve communication and information sharing_____

6) **SECTION D: EFFICIENCY IN RECORDS AND ARCHIVES MANAGEMENT**:

1) E-office systems improve efficiency in records management

   _____

2) The system reduces paperwork and physical storage needs

   _____

3) The system ensures timely access to records _____
4) Archives are well managed through e-office systems

   _____

5) The system enhances decision-making through quick access to information

   _____

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SECTION E: CHALLENGES OF E-OFFICE SYSTEMS

1) There is inadequate training on e-office systems _____
2) Technical problems affect system performance _____
3) There is poor ICT infrastructure _____
4) Staff resistance affects system usage _____
5) Policies are not effectively implemented _____

SECTION F: IMPROVEMENT STRATEGIES:

1) More training should be provided to staff _____
2) ICT infrastructure should be improved_____
3) Strong policies should be enforced _____
4) Regular system updates are necessary _____
5) Technical support should be improved _____

SECTION G: OPEN-ENDED QUESTIONS:

1. What challenges do you face when using e-office systems?

_____

2. How can e-office systems be improved in COSTECH?

_____

3. In your opinion, how do e-office systems affect records and archives management efficiency?

_____

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APPENDIX II

INTERVIEW GUIDE

Introduction:

This interview guide is designed to collect in-depth information from key informants regarding the use of e-office systems and their impact on records and archives management efficiency at COSTECH. The information provided will be used strictly for academic purposes and will be treated with confidentiality.

Section A: Background Information of the Respondent.

1. What is your current position in the organization?

2. Which department are you working in?

3. How long have you been working at COSTECH?

4. What are your main responsibilities related to records and archives management?

5. Have you received any training on e-office systems? If yes, please explain.

Section B: E-Office System Implementation:

6. Does your organization use an e-office system for managing records and documents?

7. When was the e-office system introduced in your organization?

8. What were the main objectives of introducing the e-office system?

9. How is the system used in daily operations?

10. What types of records are managed through the e-office system?

Section C: Performance of E-Office Systems

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11. How has the e-office system improved records management processes (creation, storage, retrieval, and disposal)?

12. How efficient is the system in terms of speed and accessibility of records?

13. Has the system reduced paperwork and manual processes? Please explain.

14. How reliable is the system in ensuring the safety and security of records?

15. What challenges have you experienced when using the e-office system?

Section D: Records and Archives Management Efficiency:

16. In your opinion, how has the e-office system influenced the efficiency of records and archives management?

17. Has there been any improvement in record retrieval time? Explain.

18. How does the system support compliance with records management policies and procedures?

19. Are there any gaps between policy requirements and actual practices?

20. How are inactive or archived records handled in the system?

Section E: Organizational and Technical Factors

21. Does the organization provide adequate ICT infrastructure to support the e-office system?

22. How would you assess staff competence in using the system?

23. What role does management support play in the success of the e-office system?

24. How does organizational culture affect the use of the system?

25. Are there sufficient policies and guidelines governing records management?

Section F: Challenges and Recommendations

26. What are the major challenges affecting the performance of e-office systems in your organization?

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27. What improvements would you suggest to enhance the efficiency of the system?

28. What training or capacity-building initiatives are needed for staff?

29. How can records and archives management be further improved using technology?

30. Is there anything else you would like to add regarding e-office systems and records management?

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APPENDIX III

RESEARCH BUDGET

ACTIVITIES	COST ANALYSIS	COST TOTAL
Local transport	20,000 per week x 6 weeks	110,000/=
Secretarial service	20 Pages @300×20×5	450,000/=
Stationary	2 reams of paper A4	20,000/=
Binding	50 copies@1000×50	45,000/=
TOTAL		**220,000/=**

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APPENDIX IV

RESARCH TIME SCHEDULE

THE FRAME WORK DURING THE RESEARCH FOR SIX WEEK

ACTIVITIES	1st MONTH	2nd MONTH	3rd MONTH	4th MONTH	5th MONTH	6th MONTH
Report at the school of library, Archive and documentation studies						
Distribution of questionnaire and interviewing respondents						
Observation the situation and collecting questionnaire and data analysis						
Data interpretation and report writing.						

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APPENDIX V

APPROVAL LETTER

UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

TANZANIA COMMISSION FOR SCIENCE AND TECHNOLOGY

ISO 9001 : 2015 Certified

In reply please quote:

Ref.No:AB.112/530/02I/125

04th June, 2026

Principal,
School of Library, Archives, and Documentation Studies (SLADS),
P.O. Box 227,
BAGAMOYO - PWANI.

Attn: Mr. John Faustin John
+255 777 688 973

RE: STUDENTS INTRODUCTION FOR RESEARCH WORK

Refer to your letter Ref.No.DA.201/457/VOL/1/20 dated 29th May, 2026 with the captioned heading.

2. COSTECH acknowledges receipt of the introduction letter for Mr. John Faustin John, a student pursuing an Ordinary Diploma in Records and Archives Management at SLADS. The letter requested for a permission to allow your student for data collection for his study titled ''*an assessment on evaluation of E-Office system in performance on Records and Archives Management efficiency in Public Sector organisation: Case study COSTECH*''.

3. COSTECH has granted permission to Mr. John to be attached at our institution for data collection as requested.

4. Thank you for your cooperation.

Dr. Amos M. Nungu
DIRECTOR GENERAL

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