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

RESEARCH REPORT ON

AN ASSESSMENT OF THE APPLICABILITY OF ELECTRONIC OFFICE MANAGEMENT SYSTEMS IN ENHANCING SERVICE DELIVERY IN PUBLIC INSTITUTIONS: A CASE STUDY OF THE INSTITUTE OF SOCIAL WORK (ISW), TANZANIA.

BY:

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A Research Report Submitted to the School of Library, Archives and Documentation Studies in partial fulfillment of the requirements for the award of an Ordinary Diploma in Records and Archives Management.

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the School of Library, Archives and Documentation Studies (SLADS), a research report entitled "***An Assessment of the Applicability of Electronic Office Management Systems in Enhancing Service Delivery in Public Institutions: A Case Study of the Institute of Social Work (ISW)***", in fulfillment of the requirements for the award of an Ordinary Diploma in Records and Archives Management.

Supervisor's name, Madam Doreen Opasi

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DEDICATION

I dedicate this research report to my family, whose encouragement and enthusiasm during the three-year period, together with their unwavering support, made the completion of my studies possible.

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LIST OF ABBREVIATIONS

EOMS – Electronic Office Management Systems

ICT – Information and Communication Technology

ISW – Institute of Social Work

ISO – International Organization for Standardization

LAN – Local Area Network

NGOs – Non-Governmental Organizations

PSRP – Public Service Reform Programme

RAM – Records and Archives Management

SPSS – Statistical Package for the Social Sciences

URT – United Republic of Tanzania

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ABSTRACT

This study assessed the applicability of Electronic Office Management Systems (EOMS) in enhancing service delivery in public institutions, using the Institute of Social Work (ISW) in Tanzania as a case study. The study was guided by three specific objectives: to identify the types of electronic office management systems used by the institution, to examine the extent to which Electronic Office Management Systems are applied at ISW and to determine the challenges affecting the applicability of these systems in enhancing service delivery.

A descriptive research design was adopted. Both quantitative and qualitative research approaches were employed to obtain comprehensive data. The study involved a sample of 25 respondents selected through appropriate sampling techniques. Data were collected using questionnaires and interviews, and the findings were analyzed using the Statistical Package for the Social Sciences (SPSS), where frequencies and percentages were used to present quantitative data, while qualitative data were analyzed thematically.

The findings revealed that Electronic Office Management Systems have significantly improved service delivery by enhancing efficiency, speeding up information retrieval, strengthening communication, improving record accessibility, and promoting accountability within the institution. The study also found that ISW utilizes several electronic office management systems to support its daily administrative and records management activities.

Despite these benefits, the study identified several challenges affecting the effective application of Electronic Office Management Systems, including inadequate ICT infrastructure, limited financial resources, insufficient staff training, system maintenance challenges, and resistance to technological change.

The study concludes that Electronic Office Management Systems play a significant role in improving service delivery in public institutions. It recommends that public institutions invest in modern ICT infrastructure, strengthen staff capacity through continuous training, allocate adequate financial resources for system maintenance and upgrades, and develop policies that support the effective implementation and sustainable use of Electronic Office Management Systems.

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CHAPTER ONE
INTRODUCTION

1.0 Introduction

This section presents the background to the study, statement of the problem, the general objective of the study, the specific objectives of the study, the research questions, significant of the study, scope of the study, limitations of the study and definition of key terms that guides the research.

1.1 Background to the Study

The formation and evolution of electronic office management system began in 1950s-1960s; this began as synonym for data processing and bookkeeping with early examples like the Lyons Electronic Office (LOE) computer in England (1951). Formalization began 1970s-1980s as a word or text processing that becoming a popular specialized system in the 1980s that connected office computers via Local Area Networks (LANs) to move toward a “paperless”, but also it is become “Digital Transformation” the focus shifted from mere document imaging (scanning) to comprehensive electronic records management system (ERMS) in the late 1990s and early 2000s, heavily adopted by government and public sectors in developed countries. The adoption of Electronic Office Management Systems (EOMS) has become a global primary formed and developed in Western countries specifically there USA, UK, Canada and Australia with roots tracing back to the 1960 and 1970s, gaining spread applicability in the 1980s. These systems enable organizations to maintain reliable and accessible records while improving coordination of administrative activities and strengthening institutional accountability. International standards emphasize that records should be systematically managed throughout their lifecycle in order to ensure authenticity, reliability, and accessibility for organizational operations (ISO, 2016). Similarly, regulatory frameworks governing digital information management highlight the importance of properly maintained electronic records in promoting transparency and effective governance within institutions across different parts of the world (European Commission, 2016).

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The growing recognition of digital technologies has also encouraged governments and public institutions to adopt electronic office management systems as part of broader efforts to modernize administrative processes and improve service delivery. Within many African countries, the introduction of electronic records management systems has been viewed as an important step toward improving access to information and strengthening administrative coordination in public institutions. Scholars observe that the effective implementation of electronic records systems contributes to better organizational performance and institutional accountability (Mnjama & Wamukoya, 2007). However, several studies indicate that the effective use of these systems in many African institutions remains constrained by challenges such as limited technological infrastructure, inadequate financial resources, and insufficient professional competencies required for managing electronic records (Asogwa, 2012).

Efforts to strengthen records management practices have also been reflected through policy and institutional initiatives that promote the adoption of electronic information systems within public institutions. In the Tanzanian context, these initiatives emphasize the importance of effective management of public records in order to support administrative accountability and improve service delivery (URT, 2016). Despite these initiatives, previous studies indicate that many institutions still experience difficulties in implementing electronic office management systems effectively due to limited technical capacity, inadequate staff training, and weak enforcement of records management policies (Phiri & Tough, 2018). Consequently, the practical applicability of electronic office management systems in supporting service delivery within institutional environments remains uncertain whereby some institutions continue to rely on hybrid systems that combine manual and electronic processes, leading to delays, duplication of tasks, and inefficient information flow, so these thesis creating the need to examine how such systems are applied in practice at the Institute of Social Work in Dar es Salaam.

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1.2 Statement to the Problem

Government sectors are expected to ensure authenticity, accuracy, reliability, transparency and accessible information management systems that facilitate service delivery to the public institutions. The Government of Tanzania has undertaken several initiatives to improve records management and service delivery in public institutions through legal and policy frameworks such as the Public Service Reform Programme (PSRP) the Records and Archives Management Act No. 3 of 2002, and the National Records and Archives Management Policy of 2011. These initiatives encourage the adoption of electronic systems to enhance efficiency, transparency, and accountability. But also ISO 15489-1 (2016) notes that effective records management supports organizational efficiency and informed decision-making.

Although Tanzania has made progress toward e-government, the extent to which electronic office management systems are applicable in improving service delivery remains unclear. Studies conducted by Newa & Mwantimwa, (2019) reveal that electronic records management system is a big challenge to ensuring efficient service delivery due to inadequate funds, failure to comply with legal and regulatory frameworks, and inadequate training of staff on the overall management of electronic office management systems. According to Mwakyusa, (2015) electronic records keeping systems in Tanzania public institutions face many challenges in managing systems used to manage electronic records.

Therefore despite the introduction of electronic systems, there remains limited empirical evidence on how effectively these systems are applied within specific public institutions. Therefore, this study seeks to assess the applicability of electronic office management systems in enhancing service delivery at the Institute of Social Work in Tanzania.

1.3 Research Objectives

1.3.1 General Objective:

To assess the applicability of electronic office management systems in enhancing service delivery in public institutions: A case study of the Institute of Social Work (ISW) in Tanzania.

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1.3.2 Specific Objectives:

i. To examine the types of electronic office management systems used at the institute of Social Work.

ii. To examine the extent to which electronic office management systems are applied at the Institute of Social Work.

iii. To identify the challenges affecting the applicability of electronic office management systems in service delivery at the Institute of Social Work.

1.4 Research questions:

i. What are the types of electronic office management systems applied at the Institute of Social Work?
ii. How did electronic office management systems used to improve efficiency, transparency, and accountability in service delivery?
iii. What challenges affect the applicability of electronic office management systems in service delivery at the Institute of Social Work?

1.5 Significance of the Study

This study will contribute both academically and practically to the improvement of records management and service delivery in public institutions. The findings will assist the management of the Institute of Social Work and other public institutions in understanding the applicability of electronic office management systems in enhancing efficiency, transparency, and accountability in service delivery. The study also will help decision-makers identify existing gaps and develop strategies for strengthening electronic records practices. Also**,** the study will benefit records management practitioners and registry staff by providing insights into best practices, challenges, and practical approaches for improving the use of electronic office systems in managing organizational records. Furthermore**,** this study will help policymakers and government authorities on the use of these findings as empirical evidence when formulating or reviewing policies, regulations, and guidelines related to electronic records management and digital transformation in the public sector.

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Also, the study contributes to the existing body of knowledge in records and archives management by filling the knowledge gap regarding the applicability of electronic office management systems in non-university public institutions. Lastly, the study will serve as a reference for future researchers interested in electronic records management, e-government, and public service delivery.

1.6 Scope and limitation of the study

This section provides information that describes the coverage of the study and potential limitation that the researcher expects to face during the study.

1.6.1 Scope of the study

This study focused on assessing the applicability of electronic office management systems in service delivery particularly at Institute of Social Work (ISW) as a case study. Specifically the examined the extent to which electronic office systems are applied their contribution to efficiency, transparency, and accountability, and the challenges affecting their applicability. The study targeted employees in the creation and management of electronic records officers. ICT personnel, accounting staff and administrative staff. The study concentrated on current practices related to electronic office management systems during the period of data collection.

1.6.2 Limitations of the Study

The study faced several limitations during the research process. Time constraints, resistance among respondents to record the interviews and academic schedule limited the depth of data collection and analysis. However, the researchers minimized these limitations through proper planning, appropriate data collection methods, and adherence to ethical research standards.

Financial limitations also affected the study since research activities such as transportation, printing, photocopying and report required financial resources. Despite these challenges the researcher successfully completed within the available resources.

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1.7 Definitions of Key Terms

Electronic Records; Electronic records are information created, received, and stored in digital form that serve as evidence of organizational activities and transactions. They include emails, electronic documents, databases, and other digital files generated through information systems. Electronic records must be managed systematically to ensure they remain authentic, reliable, and usable over time for accountability and decision-making purposes (ISO, 2016). So in this study will seek different types of electronic records like emails, databases that managed at the institute of Social Work

Electronic Recordkeeping Systems; Electronic recordkeeping systems are computerized systems designed to capture, organize, store, retrieve, and preserve electronic records throughout their lifecycle. These systems support functions such as classification, metadata management, access control, and retention scheduling (Mukred, Yusof, & Alotaibi 2019), also stated that electronic recordkeeping systems enhance organizational efficiency, compliance, and information accessibility, particularly in public institutions. In this study seeks the systems used at Institute of Social Work to manage and handle their records, for instance Email Management System, Document Management System and other records management systems.

Electronic Records Management; Electronic records management refers to the systematic control of electronic records from their creation to final disposal to ensure their authenticity, reliability, and integrity. It involves policies, procedures, and technologies that support proper recordkeeping practices. Effective electronic records management is essential for transparency, legal compliance, and good governance within organizations (ISO, 2016). In this study seek how an institution manage electronic records whether arranging records, and also metadata tagging.

Service Delivery; Service delivery refers to the manner in which organizations provide services to clients or citizens to meet their needs and expectations. Effective service delivery depends on timely access to accurate and reliable information (Akhtar, Ambikapathy, & Pillai (2019), also argue that proper records management significantly improves service delivery by reducing delays, enhancing efficiency, and

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supporting informed decision-making. In this study seek how institutions provide service via electronic systems like Email Management System.

Legal and Regulatory Frameworks; A legal and regulatory framework refers to the set of laws, regulations, standards, and policies that guide and control organizational activities, including records management practices. Such frameworks ensure accountability, compliance, and ethical handling of information (ARMA, 2017), also explain that strong regulatory and legal controls provide guidance for proper recordkeeping and protect organizations from legal and operational risks.

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a critical review of literature related to the applicability of electronic office management systems in enhancing service delivery within public institutions, examined theoretical review, research gap and presents the conceptual framework. The review is structured according to the specific objectives of the study; the types of electronic office management systems used ISW, extent to which electronic office management systems applicable at ISW and the challenges affecting the applicability of electronic office management systems at ISW.

2.1 Overview of the Types of Electronic Office Management Systems

The various forms of Electronic Office Management Systems (EOMS) those public institutions commonly adopt, namely Document Management Systems, Email Management Systems, Electronic Records Management Systems, Workflow Automation Systems and Enterprise Resource Planning Systems. The review explains how each system functions and differentiates them according to their specific administrative purposes.

Document Management Systems (DMS) are designed principally to capture, store and index, retrieve and control versions of institutional documents throughout their lifecycle. ARMA International (2017) explains that structured electronic recordkeeping systems such as DMS enable organizations to manage information systematically while supporting compliance with regulatory requirements. Similarly, Mukred, Yusof and Alotaibi (2019) note that document management functionalities such as version control and controlled retrieval strengthen administrative efficiency and accountability. DMS therefore function primarily at the level of individual document control rather than the broader management of institutional records as evidence.

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Email Management Systems, by contrast, are concerned with the capture, archiving and retrieval of official electronic correspondence exchanged within and outside an institution. Shepherd (2010) observes that electronic communication systems improve organizational efficiency and responsiveness by enabling faster and more traceable exchange of official information. Unlike DMS, which manage discrete documents, Email Management Systems focus specifically on message-based communication as a distinct category of institutional information.

Electronic Records Management Systems (ERMS) perform a broader function than DMS and Email Management Systems in that they govern the creation, capture organization, preservation and disposal of records as authentic and reliable evidence of institutional activities. Duranti and Rogers (2019) emphasise that electronic systems must preserve the authenticity and integrity of records so that they can serve as credible evidence over time, while Lemieux (2016) similarly found that electronic records systems strengthen institutional transparency and trust. Within the Tanzanian public service context, Kamatula (2018) further observes that effective electronic records management directly influences the quality and timeliness of government service delivery. ERMS therefore differ from DMS in scope, since they are oriented toward the evidential and accountability value of records rather than merely their storage and retrieval.

Workflow Automation Systems function differently again, in that they are designed to sequence, route and coordinate administrative tasks and approvals across offices, thereby reducing repetitive manual procedures. Krimmer (2016) found that such automation improves coordination among government departments and increases the speed of processing routine administrative tasks. Whereas DMS, Email Management Systems and ERMS are primarily concerned with the handling of information and records, Workflow Automation Systems are process-oriented, focusing on how tasks move between users and offices.

Enterprise Resource Planning (ERP) Systems represent the most integrative category among the systems reviewed, as they consolidate multiple organizational functions, including finance, human resources and administrative operations, within a single

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platform. Ngulube (2018) notes that the integration of digital systems within public institutions has implications for the overall efficiency of service delivery, since integrated platforms allow information generated in one functional area to inform decision-making in another. ERP Systems therefore differ fundamentally from the other systems reviewed, which tend to serve specific administrative functions, in that they are enterprise-wide in scope.

Taken together, the literature indicates that although Document Management Systems, Email Management Systems, Electronic Records Management Systems, Workflow Automation Systems and Enterprise Resource Planning Systems all fall under the broader concept of Electronic Office Management Systems, they differ considerably in scope and function ranging from the narrow handling of individual documents and messages to the enterprise-wide integration of organizational operations. However, most of the reviewed studies examine these systems either individually or within contexts outside Tanzania's public training institutions and few empirical studies establish which combination of these systems is actually applied together within a single institution and to what extent. This constitutes a gap that the present study addresses and the empirical evidence on the specific systems applied at the Institute of Social Work

2.3 The Use of Electronic Office Management Systems in Public Institutions

Several empirical studies have examined how electronic office management systems like Document Management Systems (DMS), Email Management Systems, and Enterprise Content Management Systems (ECMS) are used to improve administrative processes and organizational performance in public institutions.

Shepherd (2010) conducted a study in the United Kingdom with the objective of examining the effectiveness of electronic records management systems in public sector organizations. The findings revealed that electronic systems improved document accessibility, reduced retrieval time and enhanced administrative workflow efficiency. However, the study also reported that incomplete metadata capture and insufficient staff training limited the full utilization of these systems. Krimmer (2016) evaluated digital administrative reforms in Estonia with the objective of

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understanding how electronic systems influence public administration. The findings established that electronic office systems automated administrative procedures and improved coordination among government departments. Despite these benefits, the study also highlighted cyber-security risks and system interoperability challenges.

Ngulube (2018) examined electronic records management practices in South African public institutions. The study found that electronic systems improved workflow management and accessibility of organizational records. However, inadequate ICT infrastructure and weak policy enforcement limited the effective use of these systems.

2.4 Challenges Affecting the Applicability of Electronic Office Management Systems

Despite the benefits associated with electronic office management systems, several scholars have identified challenges affecting their applicability in public institutions. Mwakyusa (2015) conducted a study aimed at assessing the effectiveness of e-government initiatives in Tanzania. The findings revealed that inadequate ICT infrastructure, financial constraints and limited technical skills among employees significantly affected the implementation of electronic systems in public institutions. However, the study mainly focused on e-government initiatives rather than specifically examining electronic office management systems.

Newa & Mwantimwa (2019) investigated determinants and barriers affecting electronic records management in Tanzania's public service. Their findings indicated that insufficient staff training, limited financial resources and weak policy enforcement were major barriers affecting effective use of electronic records systems. Nevertheless, the study concentrated on staff awareness and determinants rather than institutional applicability of electronic office systems.

Ngulube (2012) examined challenges affecting digital records management in developing countries. The findings identified infrastructural limitations, shortage of skilled personnel and organizational resistance to technological change as key barriers affecting implementation of electronic systems in public institutions.

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2.5 Research Gap

A review of existing literature indicate that considerable studies have been conducted internationally, regionally, and locally on electronic records management and e-government initiatives. However, important conceptual and empirical gaps remain in relation to the applicability of electronic office management systems (EOMS) in enhancing service delivery in specific institutions. Mwakyusa (2015) identifies infrastructural and financial challenges affecting electronic systems in Tanzanian public administration, but the study mainly focuses on e-government initiatives rather than assessing challenges related specifically to electronic office management systems in institutional service delivery. Likewise, Newa and Mwantimwa (2019) highlight barriers such as inadequate training and weak policy enforcement in electronic records management, yet their study does not specifically analyze challenges affecting the applicability of electronic office management systems within particular institutions of ISW. Therefore, this study seeks to identify the challenges affecting the applicability of electronic office management systems in enhancing service delivery at the Institute of Social Work.

2.6 Theoretical Frameworks

A theoretical literature review investigates the body of thought that has developed around a certain subject, idea, theory, or phenomenon. The research was use one theory, specifically Records continuum model.

2.6.1 Record Continuum Model

The Records Continuum Model is a theoretical model used to explain the continuous and multidimensional management of records from their creation, capture, organization, and use as evidence and collective memory. The Records Continuum Model was principally developed in Australia during the 1990s by Frank Upward and other scholars associated with Monash University. The model emerged as an alternative to the traditional linear Records Life Cycle Model, particularly in response to the challenges of managing electronic and networked records. Unlike the

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life-cycle approach which views records as passing through separate stages, the Records Continuum Model views recordkeeping as a continuous and multidimensional process involving the creation, capture, organization, access and use of records (McKemmish et al., 2010).

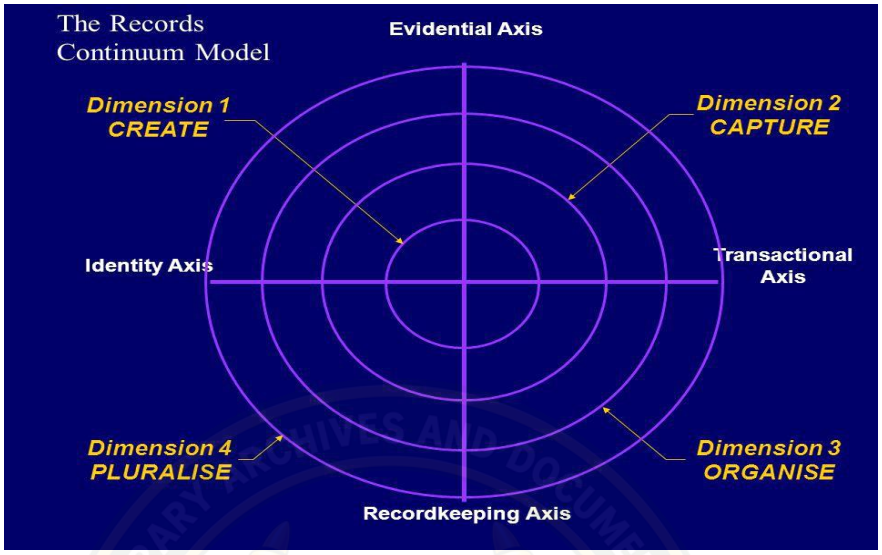
The model is relevant to this study because Electronic Office Management Systems (EOMS) support the continuous management of electronic records from their creation and capture to their organization, retrieval and use in institutional activities. In relation to the first objective, the model explains how properly created, captured, organized, and accessible electronic records can improve efficiency, transparency, accountability, and timely service delivery. In relation to the second objective, the model helps assess the extent to which electronic office management systems (EOMS) are applied at the Institute of Social Work (ISW) by examining whether electronic systems support the continuous management of records in daily administrative activities.

The model is also relevant to the third objective because challenges such as inadequate ICT infrastructure, insufficiently skilled personnel, limited financial resources and weak regulatory implementation can interrupt the continuous management and use of electronic records. Therefore, the Records Continuum Model provides a theoretical basis for examining both the applicability of electronic office management systems (EOMS) and their contribution to service delivery at ISW. Its continuing relevance in contemporary digital records research is demonstrated by recent scholarship, including Hurley, McKemmish, Reed, and Timbery (2024), who applied records-continuum thinking to contemporary records and provenance issues.

Therefore, this study adopts the Records Continuum Model because it provides a comprehensive framework for understanding how electronic records are continuously created, captured, organized, accessed and used to support institutional activities. The model consequently provides a strong theoretical foundation for examining the relationship between the applicability of Electronic Office Management Systems and service delivery at the Institute of Social Work.

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Figure2.1 Records Continuum Model



Source adopt from (Upward, 1996)

2.7 Conceptual Framework

A conceptual framework refers to a structured representation of the relationship between variables that guide a research study. It explains how independent variables influence the dependent variable and provides a logical foundation for the investigation. In this study, the conceptual framework illustrates the relationship between electronic office management systems and service delivery in public institutions. The study assumes that the effective application of electronic office management systems depends on several organization and technological factors. These factors include skilled personnel, ICT infrastructure, financial support, and regulatory frameworks. When these factors are adequately available and properly managed, they are expected to enhance service delivery in public institutions. Service delivery in this study is measured through indicators such as efficiency, transparency, accountability, and timeliness in administrative processes.

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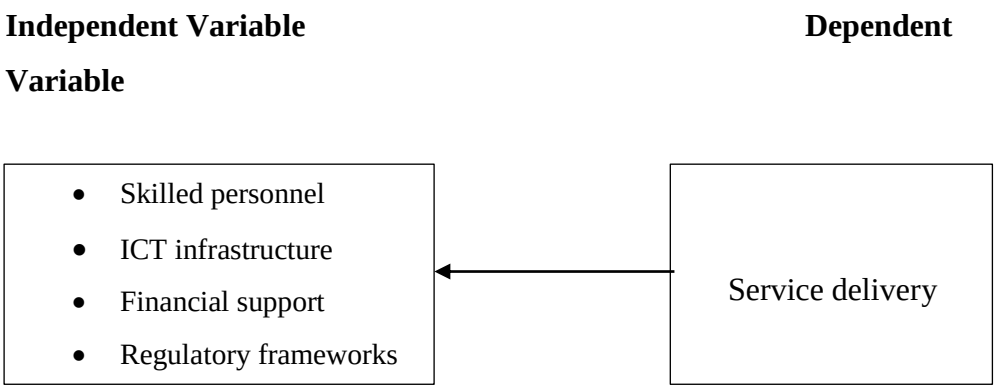


Figure2.2: ***Conceptual Model***

2.7.1 Explanation of "independent Variables"

Skilled Personnel

Skilled personnel refer to employees who possess the necessary knowledge, technical competencies, and professional skills required to operate electronic office management systems effectively. The successful implementation of electronic systems depends largely on the ability of staff to understand system operations such as electronic document management, digital filing, and information retrieval (Mukred, Yusof &Alotaibu, 2019). In this study, skilled personnel are considered essential for ensuring the effective utilization of electronic office management systems and for improving service delivery within public institutions.

ICT Infrastructure

ICT infrastructure refers to the technological facilities that support the operation of electronic office management systems. These facilities include computers, software applications, internet connectivity, databases, and digital storage systems. Reliable ICT infrastructure enables institutions to capture, store, process, and retrieve electronic information efficiently (Ngulube, 2018). In this study, the availability of reliable ICT infrastructure is expected to enhance the applicability of electronic office management systems and improve the efficiency of service delivery.

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Financial Support

Financial support refers to the availability of adequate financial resources required to acquire, implement, maintain, and upgrade electronic office management systems. Implementing digital technologies requires investment in hardware, software, staff training, and system maintenance (Newa & Mwantimwa, 2019). In this study, financial support is considered an important factor that influences the successful application of electronic office management systems in public institutions.

Regulatory Frameworks

Regulatory frameworks refer to the laws, policies, standards, and institutional guidelines that govern records management and information systems within organizations (URT, 2011). These frameworks ensure that records are created, maintained, and used in a manner that supports accountability, transparency, and compliance with legal requirements. In this study, regulatory frameworks guide the proper use and management of electronic office management systems.

2.7.2 Explanation of the "dependent variables"

Service Delivery

Service delivery refers to the effectiveness with which public institutions provide services to citizens and organizational stakeholders. Effective service delivery depends on timely access to accurate information and efficient administrative processes (Akhtar, Ambikapathy & Pillai, 2019). In this study, service delivery is measured through indicators such as efficiency, transparency, accountability, and timeliness in administrative processes.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes and justifies the research design and methodology chosen, specifically, it highlights the research design, research type, research area of the study, population of the study, sample size and sampling techniques, data collection techniques, analysis and ethical issues observed during the study.

3.1 Research Type

The research type is descriptive research which involved mixed Methods Research type as a methodology that combines both qualitative and quantitative research approaches within a single study. It is used to gather comprehensive data that combines the strengths of both types of research to gain a more holistic understanding of a research problem (Creswell, 2014). The study use this approach which enabled researcher to validate or corroborate findings, explore complex phenomena from multiple perspective and increase the overall reliability and depth of the research results.

3.2 Research Design

Research design refers to the structured plan that guides the collection, measurement, and analysis of data in a study (Creswell, 2014), also explains that a research design provides a logical framework that ensures the research problem is systematically addressed. This study employed a descriptive research design because it enabled the researcher to obtain detailed information about the applicability of electronic office management systems in service delivery within public institutions. The design was sustainable because it allowed collection of both qualitative and quantitative data from respondents concerning the use of electronic office management systems.

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3.3 Area of the Study

This is a setting where studies expect to take place during the data collection. The study was conducted at the institute of Social Work (ISW) located in Dar es salaam, Tanzania. The institution was selected because it utilizes electronic office management systems in performing administrative and academic activities. The study area was also **s**elected because of accessibility of information and the presence of employee directly involved in electronic records management and service delivery activities.

3.4 Targeted Population

Babbie (2016) defines a population as all elements that meet the criteria for inclusion in a study. The study consisted not less than 27 employees working in departments that utilize electronic office management systems. These include records officers, accounting officers, ICT personnel, and general staff. Their involvement in daily administrative processes makes them suitable for providing reliable data on the effectiveness and challenges of electronic systems in enhancing service delivery.

3.5 Sample Size

A sample refers to a subset of the population selected to represent the entire group, Cochran (1977), also notes that a representative sample reduces bias and improves the validity of conclusions. From the population of 27 employees, the study selected a sample of approximately 25" respondents, representing 92.6% of the total population. This sample size was considered adequate for generating reliable findings while remaining manageable during data collection. The sample size was 25 whereby sample size individuals it was divided like, Records unit 6, ICT unit 6, Accountants unit 5, and Administration/general staff 8.

To determine a statistically valid sample size, Yamane's formula was applied:

$$n = \frac{N}{1 + N(e)^2}$$

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Where:

- n = sample size
- N = population size = 27
- e = margin of error (0.05 for 95% confidence level)

Therefore, substituting the values:

$$n = \frac{27}{1+27(0.05)^2}$$

$$= \frac{27}{1+27(0.0025)}$$

$$= \frac{27}{1+0.0675}$$

$$n = 25$$

The population sample required in the study is 25 respondents.

The sample of 25 respondents consisted of 6 Records unit, 6 ICT unit, 5 Accounts unit and 8 administration/general staff. This distribution reflects the higher number of electronic office systems users relative to professional staff within the records management environment. Although smaller than the statistical ideal, the chosen sample size balances the need for meaningful data collection and the study's logistical constraints, such as time and resources.

3.6 Sampling Technique

Sampling technique refers to the method used to select respondents from a targeted population (Neuman, 2014). This study employed two sampling techniques, namely stratified sampling and purposive sampling, in selecting the 25 respondents from the population of 27 employees at the Institute of Social Work (ISW).

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3.6.1 Stratified Sampling

Stratified sampling is a probability sampling technique in which the target population is first divided into distinct subgroups known as strata based on a shared characteristic before respondents are selected from each subgroup (Kothari, 2014). In this study, the population of employees at ISW was stratified according to departmental units directly involved in the use of electronic office management systems namely the Records unit, ICT unit, Accounts unit, and Administration/general staffs.

The advantages of stratified sampling to this study were that it ensured proportional representation of all key departments, reduced the risk of sampling bias that could arise if respondents were drawn from only one department, and allowed the researcher to compare views and experiences across the different units.

3.6.2 Purposive Sampling

Purposive sampling is a type of non-probability sampling technique in which each element of the population is deliberately selected based on specific characteristics relevant to the study (Khan, 2008). In this study, purposive sampling was used to select individual respondents from within each departmental stratum who possessed direct knowledge, responsibility, or working experience with electronic office management systems.

The advantage of purposive sampling to this study was that it enabled the researcher to obtain rich, relevant, and detailed information from respondents who were best placed to discuss the applicability of electronic office management systems, rather than from employees with little or no exposure to such systems.

3.7 Data Collection Methods

(Sekaran & Bougie, (2016); Kothari, (2014) defines that data collection is the process of collecting and evaluates information or data from multiple sources to find answer to answers to research problems, answers questions, evaluate outcomes, and forecast trends and probabilities. Methods of data collection these are the techniques

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and ways used to gather data from respondents. This it is an essential phase in all types of research, analysis and decision making, including that done in the social science, business and healthcare. The study used both primary and secondary data collection methods.

3.7.1 Primary Data

Primary data refers to information collected directly from original sources (Creswell, 2014). Primary data in this study were collected through questionnaires and interviews.

3.7.1.1 Questionnaire method

According to Khan, (2008) defines that questionnaire refers to the set of questions which are usually sent to the selected respondents to answer at their own convenient time and return back questionnaires to the researcher. A questioner consists of both closed and open-ended questions. This method consisted 20 staffs, all responsible in service delivery like ICT Staffs, Human resource staffs and accounting staffs to enable efficient data collection from multiple respondents while allowing participants to express their views. Questionnaire methods is very important during data collection due to able to; generates quantitative data which can be easily analyzed by using statistical method, reduces bias and increase the reliability of the study and also questionnaire allow researcher to collect a larger amount of data from different group of members.

3.7.1.2 Interview

Kvale & Brinkmann (2015), defines interviews as conversations intended to gather detailed information regarding a specific issue. The study used unstructured interviews to obtain in-depth information from records management staff. Interviews were conducted with selected respondents possessing experience in managing electronic office systems. Interview method is more potential advantage in data collection because it is able to; enabled collection of detailed primary data, provided

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flexibility in asking follow-up questions and enabled the researcher to gain deeper understanding of the subject matter.

3.7.2 Secondary Data

Secondary data refer to information collected previously for purposes other than the current study (Bryman & Bell, 2015). Secondary data were obtained through documentary review of institutional reports, records management policies, journals, books, government publications, and previous studies related to electronic office management systems and service delivery.

3.7.2.1 Documentary Review

Documentary review involved examination of written documents and published materials related to the study topic. The method enabled the researcher to obtain additional information regarding electronic office management systems and records management practices.

3.8 Sources of data

Source of data refer to the origins from which information is obtained for purposes of answering research questions and achieving the objectives of a study. Data source are generally classified into primary and secondary sources. In this study primary data were obtained from employees of the Institute of Social Work (ISW) and secondary data were obtained from relevant existing literature specifically to previous studies. So these source functioned by providing supporting information and background knowledge that helped the researcher understand the study topic and compare the primary findings with existing knowledge.

3.9 Ethical Considerations

Ethical considerations refer to principles guiding research conduct to ensure protection of participants' rights and maintenance of academic integrity. Israel, (2015) states that ethical research protects confidentiality, dignity, and safety of respondents. During the study, researcher successes to follow these ethical

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considerations: tRespondents participated voluntarily in the s tudy, Informed consent was obtained before collecting information, Confidentiality and anonymity of respondents were maintained, Permission to conduct the study was obtained from relevant authorities and information collected was used strictly for academic purposes only.

3.10 Data Analysis Method

Data analysis involves organizing, interpreting, and presenting collected information in order to generate meaningful conclusions (Kumar, 2011). Quantitative data were analyzed using descriptive statistics such as frequencies, percentages, and tables (Tabulation method). The findings were presented in tabular form for easy interpretation.

Qualitative data obtained from interviews and open-ended questions were analyzed thematically which recurring ideas, opinions, and patterns related to electronic office management systems and service delivery were identified and interpreted according to the study objectives.

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CHAPTER FOUR

RESEARCH FINDINGS, PRESENTATION AND DISCUSSION

4.0 Introduction

This chapter presents the findings of the study based on the applicability of electronic office management systems in enhancing service delivery at the Institute of Social Work (ISW). The chapter presents and discusses findings obtained from questionnaires and interviews conducted with respondents. The findings are organized according to the study objectives whereby respondents revealed their views and experiences.

4.1 Demographic Information of Respondents

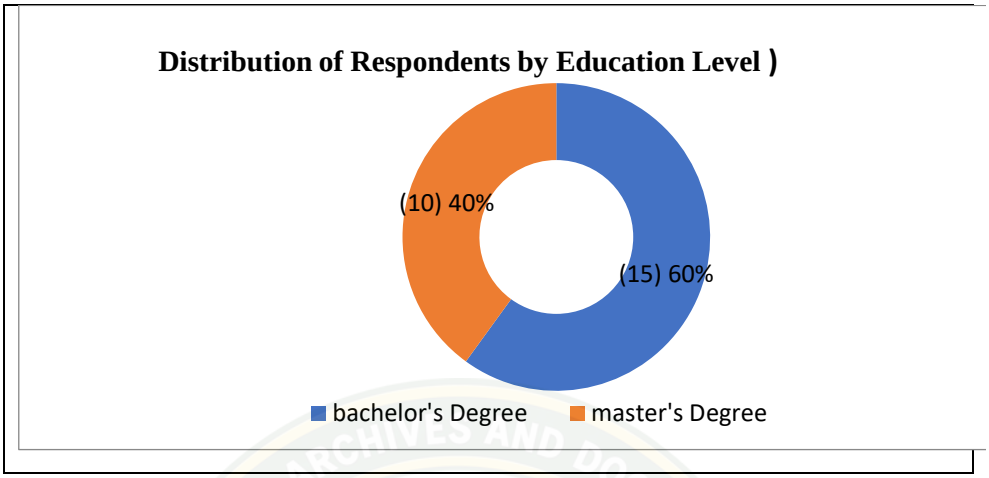
This section presents the demographic characteristics of the 25 respondents who participated in the study, namely their education level, work experience, and department or unit.

4.1 .1 Distribution of respondent by Education level

The study sought to determine the education level of respondents in order to establish whether they possessed adequate academic qualifications and knowledge regarding electronic office management systems. Respondents with higher educational qualifications were expected to have a better understanding of electronic office management practices and their contribution to service delivery. The findings are presented in Figure 4.1.

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Figure 4.1 Distribution of Respondents by Education Level (n = 25)



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

The findings in Figure 4.1 indicate that 15 respondents (60%) possessed a Bachelor's degree, while 10 respondents (40%) possessed a Master's degree. None of the respondents had qualifications below degree level. This indicates that all respondents had attained higher education, making them capable of understanding and providing reliable information regarding the applicability of electronic office management systems at the Institute of Social Work.

The findings further imply that respondents possessed adequate academic knowledge and professional competence to evaluate the effectiveness of electronic office management systems in enhancing service delivery. Since the respondents were well educated, the information collected is considered reliable and credible because it was obtained from individuals who understand organizational processes, records management practices, and the application of electronic systems in public institutions.

Overall, the educational qualifications of the respondents increased the validity and trustworthiness of the study findings, as the respondents were able to provide informed opinions and practical experiences concerning the use of electronic office management systems at the Institute of Social Work (ISW).

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4.1.2 Distribution of Respondents by Work Experience

The study sought to determine respondents' works experience in order to establish whether they possessed adequate practical knowledge and experience regarding electronic office management systems. Employees with longer work experience were expected to provide more reliable information about the application of electronic office management systems at the institute of social work (ISW). The findings are presented in Table 4.1

Table 4.1 Distribution of Respondents by Work Experience (n=25)

Work Experience	Frequency	Percentage %
Less than 1 year	2	8
1-5 years	10	40
6—10 years	8	32
More than 10 years	5	20
Total	25	100

Source: Field Data (2026)

The findings presented in Table 4.1 indicate that 10 respondents (40%) had work experience of 1-5 years, representing the largest proportion of the respondents; furthermore, 8 respondents (32%) had worked for 6-10 years, while 5 respondents (20%) had more than10 years of work experience. Only 2 respondents (8 %) had worked for less than one year.

The findings imply that the majority of respondents had sufficient work experience and were therefore familiar with the implementation, use, and challenges of electronic office management systems. So their experience increased the reliability and credibility of the information collected regarding service delivery at the Institute of Social Work.

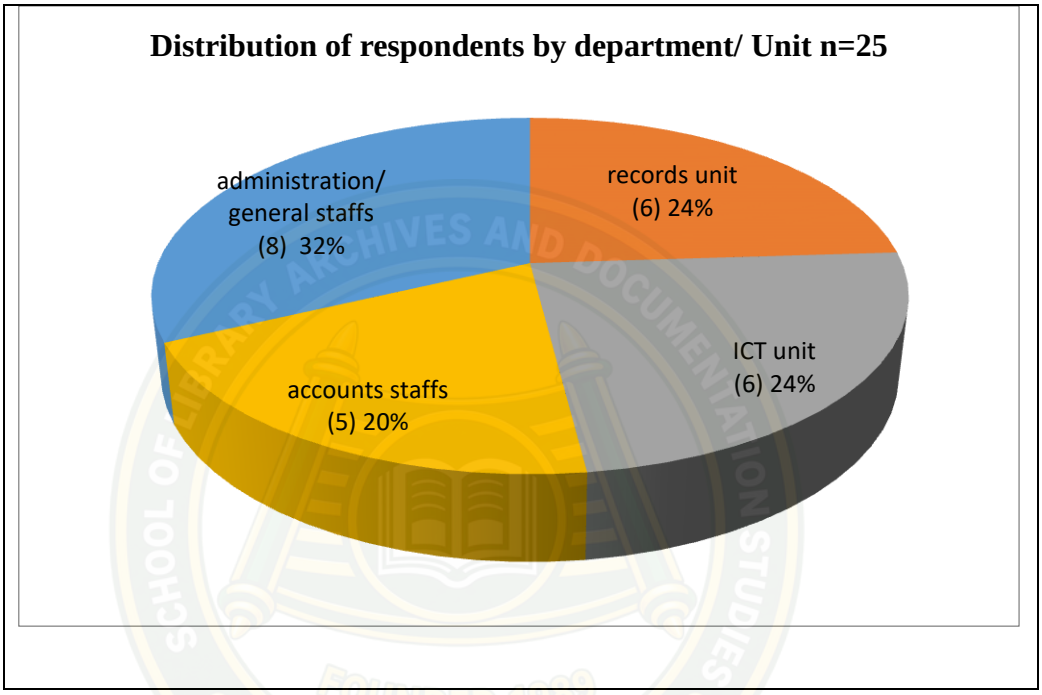
4.1.3 Distribution of Respondents by Department/Unit

The study sought to determine the departments or Units in which respondents worked in order to ensure that information was obtained from employees directly

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involved in the use and management of electronic office management systems. The findings are presented in Figure 4.2

Figure 4.2 Distribution of Respondents by Department/ Unit (n=25)



Source: Field Data (2026)

The findings in Figure 4.2 shows that 8 respondents (32%) were from the Administration or General staff, 6 respondents (24%) were from Records Unit, another 6 respondents (24%) were from the Accounts Unit.

The findings indicate that respondents were selected from departments directly involved in the creation, management systems. Records officers are responsible for managing institutional records; ICT personnel maintain and support electronic systems, Accounts staffs process financial information using electronic platforms, While Administration staff use electronic office systems in their daily administrative activities

Therefore, the involvement of these departments enabled the researcher to obtain comprehensive and reliable information regarding the applicability of electronic office management systems in enhancing service delivery at the institute of Social Work.

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4.2 Types of Electronic Office Management Systems Used at ISW

The first specific objective of the study sought to examine the types of electronic office management systems used at the Institute of Social Work.

4.2.1 Availability of Electronic Office Management Systems at ISW

The study sought to determine whether the Institute of Social Work (ISW) uses electronic office management systems in its daily operations. This information was important because it established whether respondents had practical exposure to the systems investigated in this study. The findings are presented in Table 4.2.

Table 4.2 Availability of Electronic Office Management Systems at ISW (n = 25)

Response	Frequency	Percentage%
Yes	25	100
No	0	0
Total	25	100

Source: Field Data (2026)

The findings presented in Table 4.2 indicate that all 25 respondents (100%) confirmed that the Institute of Social Work uses electronic office management systems in its daily administrative operations, while none of the respondents (0%) indicated that the institution does not use such systems.

These findings imply that electronic office management systems have been fully adopted within the institution and are actively used to support administrative activities. The unanimous responses further indicate that respondents were familiar with these systems and were therefore in a good position to provide reliable information regarding their applicability in enhancing service delivery.

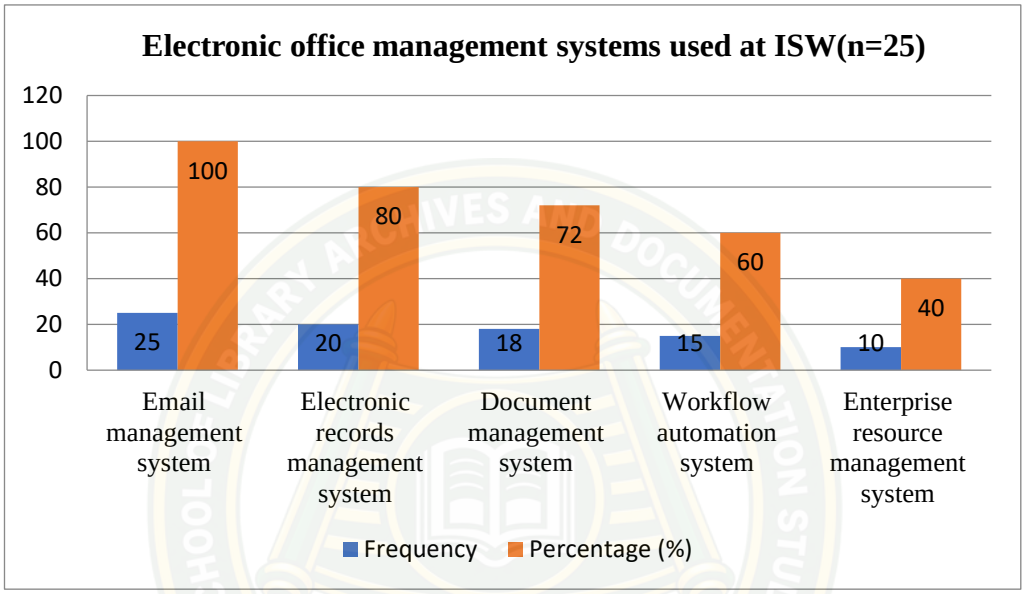
Furthermore, the availability of electronic office management systems at ISW justified the relevance of this study because respondents had direct experience with the systems being investigated. This also strengthened the credibility of the findings presented in subsequent sections concerning the extent of application, the types of systems used, and the challenges affecting their implementation.

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4.2.2 Types of Electronic Office Management Systems Used at ISW

Respondents were asked to identify the specific electronic office management systems used within the institution to improve efficiency, transparency, and accountability in service delivery. The findings are presented in Figure 4.3

Figure 4.3 Electronic office Management Systems used at ISW (n=25)



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

The findings revealed that all respondents, 25 (100%), indicated that the Email Management System is widely used at ISW. During the interview, one respondent stated:

> "...Email is the primary communication tool used to exchange official information, instructions, and documents within and outside the institution..."

This finding suggests that electronic communication has become an important component of institutional service delivery. The finding supports Shepherd (2010), who observed that electronic communication systems improve organizational efficiency and responsiveness.

Furthermore, 20 respondents (80%) indicated that Electronic Records Management Systems are used for managing and preserving institutional records electronically. One respondent explained:

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> "...Electronic records systems help us capture, store, and retrieve records efficiently while maintaining their authenticity..."

This indicates that ISW recognizes the importance of managing electronic records systematically. The finding concurs with Duranti and Rogers (2019), who emphasized that electronic systems must preserve the authenticity and integrity of records.

The findings further showed that 18 respondents (72%) identified the use of Document Management Systems. An interview participant noted:

> "...Document management systems enable us to control versions of documents and monitor their movement across offices..."

This implies that digital document control contributes to administrative efficiency and accountability. The finding supports ARMA International (2017), which highlighted the role of document management systems in effective information governance.

Additionally, 15 respondents (60%) indicated that Workflow Automation Systems are utilized to coordinate institutional activities. One respondent stated:

> "...Workflow automation has reduced repetitive procedures and improved the speed of processing routine tasks..."

This finding demonstrates that automation simplifies organizational processes and enhances service delivery. The finding is consistent with Krimmer (2016), who found that automation improves administrative coordination.

Lastly, 10 respondents (40%) reported the use of Enterprise Resource Planning (ERP) systems. According to one respondent:

> "...ERP systems assist in integrating different organizational functions, particularly financial and administrative operations..."

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This suggests that integrated systems support effective resource utilization and institutional performance.

Therefore, the findings imply that ISW utilizes various electronic office management systems like Email Management Systems, Electronic Records Management Systems, Document Management Systems, Workflow Automation Systems, and Enterprise Resource Planning Systems, to improve efficiency, transparency, accountability, and effectiveness in service delivery.

4.2.3 Accessibility of Electronic Office Management Systems to Employees

The study further sought to determine whether the electronic office management systems available at ISW were accessible to employees whenever needed. Accessibility was considered important because a system that is available but not readily accessible to users cannot effectively support service delivery. The findings are presented in Table 4.3

Table 4.3 Accessibility of Electronic Office Management Systems to Employees (n=25)

Response	Frequency	Percentage %
Yes	24	96
No	1	4
Total	25	100

Source: Field Data (2026)

The findings in Table 4.3 indicate that 24 respondents (96%) confirmed that electronic office management systems were accessible to employees whenever needed, while only 1 respondent (4%) indicated that the systems were not easily accessible. During the interview, one respondent stated:

> "...Whenever I need to retrieve a document or check information in the system, I am able to access it from my workstation without much difficulty..."

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The finding implies that electronic office management systems at ISW are largely available and usable to the employees who require them for their daily administrative tasks. Easy accessibility increases user confidence in the systems and encourages consistent utilization which turn supports efficiency and accountability in service delivery. The finding is consistent with Murkrd, Yusof and Alotaibi, (2019), who identified accessibility of records management systems as one of the key factors that determine successful adoption and use of electronic records systems within organizations.

The isolated case of inaccessibility reported by 1 respondent (4%) may be attributed to individual factors such as limited user permissions, insufficient training or occasional technical faults rather than a systemic limitation, since the overwhelming majority of respondents confirmed accessibility. Overall, the findings suggest that accessibility of electronic office management systems at ISW is a strength that the institution should maintain and continue to reinforce through regular system maintenance and user support.

4.3 Extent to which Electronic Office Management Systems are applied at ISW

The second specific objective of the study sought to examine the extent to which electronic office management systems are applied at the Institute of Social Work. The findings are presented and discussed below.

4.3.1 Extent of application of Electronic Office Management Systems at ISW

Respondents were asked to indicate their level of agreement on several statements related to the application of electronic office management systems in daily administrative activities. The findings are presented in Table 4.4

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Table 4.4 Extent to which electronic office management systems are applied at ISW (n-25)

Statement	Strong agree	Agree	Neutral	Dis agree	Strong dis agree
Electronic office systems improve efficiency in office operations	15(60%)	7(28%)	2(8%)	1(4%)	0(0%)
They reduce paperwork	18(72%)	5(20%)	5(20%)	1(4%)	0(0%)
They enable faster decision-making	16(64%)	6(24%)	6(24%)	1(4%)	0(0%)
They enhance communication within departments	17(68%)	5(20%)	5(20%)	1(4%)	0(0%)
They improve records management practices	20(80%)	4(16%)	4(16%)	0(0%)	0(0%)

Source: Field Data (2026)

The findings in Table 4.4 indicate that 15 respondents (60%) strongly agreed and 7 respondents (28%) agreed that electronic office management systems improve efficiency in office operations. This implies that electronic systems enable employees to execute administrative tasks more effectively and within a shorter period of time. During the interview, one respondent stated:

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> "...electronic offices systems have reduced the time required to process documents and perform routine administrative duties. Tasks that previously took several days can now be completed within a few hours..."

This finding suggests that electronic systems enhance productivity and operational effectiveness within the institution. The finding concurs with Shepherd (2010), who reported that electronic records systems improve workflow efficiency and reduce document retrieval time in public sector organizations.

The findings further revealed that 18 respondents (72%) strongly agreed and 5 respondents (20%) agreed that electronic office management systems reduce paperwork and manual filing practices. This indicates that ISW has gradually shifted from paper-based operations toward digital methods of handling records and information. One interview respondent explained:

> "...The use of electronic systems has significantly reduced our dependence on paper files because many documents are now created, shared, and stored electronically..."

This implies that digitization contributes to minimizing physical storage requirements and improving access to organizational information. The finding is consistent with ARMA International (2017), which emphasized that electronic recordkeeping systems promote efficient information management throughout the records lifecycle.

Moreover, 16 respondents (64%) strongly agreed and 6 respondents (24%) agreed that electronic office management systems enable faster decision-making. This demonstrates that employees are able to obtain relevant information promptly to support managerial and operational decisions. One respondent noted that:

> "...When management requires information for decision-making, electronic systems enable us to retrieve the required records immediately without unnecessary delays..."

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This finding suggests that timely access to information strengthens institutional responsiveness and administrative effectiveness. The finding supports Krimmer (2016), who found that digital administrative systems facilitate timely decision-making and improve coordination among departments.

The study also found that 17 respondents (68%) strongly agreed and 5 respondents (20%) agreed that electronic office management systems enhance communication within departments. During the interview, a respondent remarked:

> "...Electronic communication platforms allow departments to exchange information quickly and coordinate activities more efficiently than before..."

This indicates that electronic systems strengthen collaboration and information sharing among employees. The finding agrees with Shepherd (2010), who observed that electronic systems improve organizational communication and administrative coordination.

Lastly, 20 respondents (80%) strongly agreed and 4 respondents (16%) agreed that electronic office management systems improve records management practices at ISW. One interview participant stated:

> "...Electronic systems have simplified records storage and retrieval processes, making it easier to locate institutional records whenever they are needed..."

This finding implies that electronic systems contribute significantly to maintaining organized, accessible, and reliable records. The finding is supported by Lemieux (2016), who argued that effective electronic recordkeeping enhances accountability and institutional trust through the management of authentic and reliable records.

4.3.2 Respondents' Rating of Service Delivery since the Introduction of Electronic Systems

The study also sought to establish how respondents rated the level of service delivery at ISW since the introduction of electronic office management systems. This helped

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the researcher to assess the perceived overall impact of the systems on institutional service delivery. The findings are presented in Table 4.5.

Table 4.5 Respondents' Rating of Service Delivery since Introduction of Electronic Systems (n=25)

Rating	Frequency	Percentage %
Very poor	2	8
Moderate	14	56
Good	7	28
Very good	2	8
Total	25	100

Source: Field Data (2026)

The findings in Table 4.5 show that the majority of respondents, 14 (56%), rated service delivery since the introduction of electronic systems as moderate, while 7 respondents (28%) rated it as good and 2 respondents (8%) rated it as very good. Only 2 respondents (8%) rated service delivery as very poor. During the interview, one respondent explained:

> "...Service delivery has improved compared to before, though there are still areas such as network reliability and system speed that need to be strengthened for the improvement to be fully felt..."

This finding implies that although electronic office management systems have contributed positively to service delivery at ISW, the improvement is still perceived as moderate rather than fully satisfactory. This suggests that the systems have not yet reached their full potential in transforming service delivery, possibly due to the challenges identified in section 4.7, such as inadequate ICT infrastructure and insufficient staff training. The finding is consistent with Ngulube (2018), who observed that the extent to which digital records systems improve service delivery in

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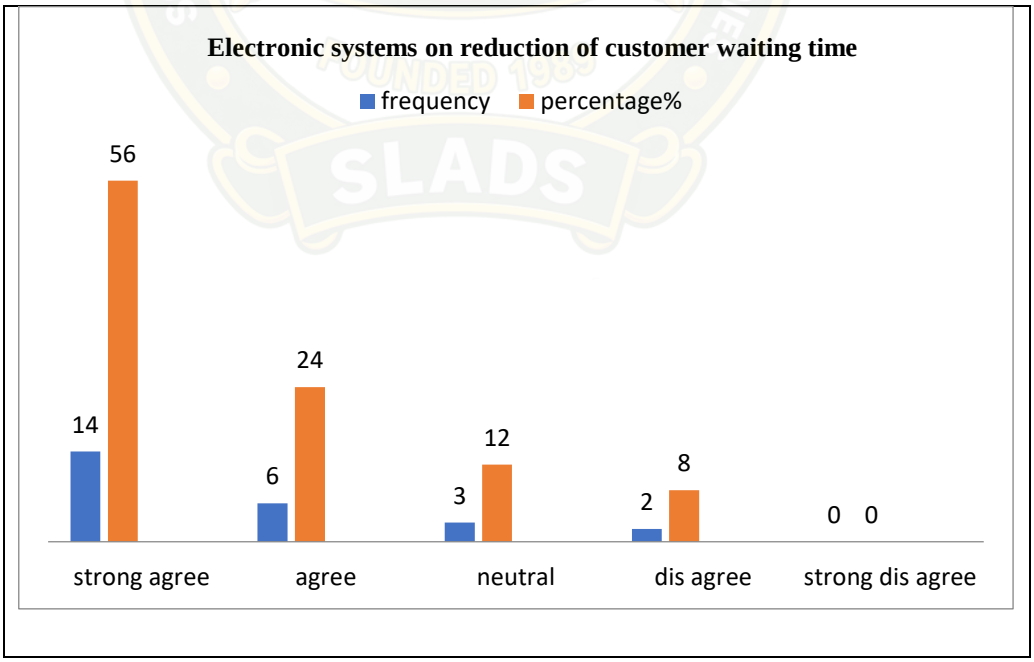
public institutions largely depends on the level of infrastructural and technical support available to sustain them.

The relatively small proportion of respondents who rated service delivery as very poor or very good further indicates that perceptions of service improvement were fairly moderate and consistent across most respondents, rather than sharply divided. This implies that the benefits of electronic office management systems, while real, are still developing and would likely improve further if the challenges affecting their applicability at ISW were adequately addressed.

4.3.3 Electronic Systems and Reduction of Customer Waiting Time

The study further sought to determine respondents' level of agreement on whether electronic office management systems had reduced customer waiting time at ISW. This helped the researcher establish the extent to which the systems contributed to timely service delivery. The findings are presented in figure 4.4.

Figure 4.4 Electronic Systems on reduction of Customer Waiting Time (n=25)



Source: Field Data (2026)

The findings in figure 4.4 indicate that 14 respondents (56%) strongly agreed and 6 respondents (24%) agreed that electronic office management systems had reduced

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customer waiting time, while 3 respondents (12%) were neutral and 2 respondents (8%) disagreed. None of the respondents strongly disagreed. During the interview, one respondent stated:

> "...Before the introduction of electronic systems, clients used to wait for a long time to be served because files were retrieved manually. Now, information can be retrieved within a few minutes..."

This finding implies that the majority of respondents perceive electronic office management systems as having a positive effect on reducing the time clients spend waiting to be served. Faster retrieval and processing of information directly translate into quicker service delivery, which enhances client satisfaction and institutional efficiency. The finding is consistent with Krimmer (2016), who found that digital administrative systems facilitate timely decision-making and reduce delays in service processing within public institutions.

The few respondents who were neutral or disagreed (5 respondents, representing 20%) may have based their views on occasional system downtimes, network interruptions, or delays experienced in specific departments rather than a general failure of the systems. Overall, the findings imply that electronic office management systems have substantially contributed to reducing customer waiting time at ISW, although continued investment in system reliability would further consolidate this improvement.

4.3.4 Electronic Systems in Promotion of Transparency and Accountability

The study also sought to determine respondents' level of agreement on whether electronic office management systems promote transparency and accountability at ISW. This was important in establishing whether the systems supported good governance practices within the institution. The findings are presented in Table 4.6.

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Table 4.6 Electronic Systems in Promotion of Transparency and Accountability

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Electronic systems promote transparency and accountability	16 (64%)	5 (20%)	3 (12%)	1 (4%)	0 (0%)

Source: Field Data (2026)

The findings in Table 4.6 show that 16 respondents (64%) strongly agreed and 5 respondents (20%) agreed that electronic office management systems promote transparency and accountability at ISW, while 3 respondents (12%) were neutral and only 1 respondent (4%) disagreed. None of the respondents strongly disagreed. During the interview, one respondent noted:

> "...Since records are now captured and stored electronically, it is easier to trace who handled a document and when, which makes everyone more careful and answerable for their actions..."

This finding implies that electronic office management systems strengthen institutional transparency by creating traceable digital records of transactions and decisions, thereby making it easier to hold employees accountable for their actions. This supports Shepherd (2010), who observed that electronic recordkeeping and access systems enhance transparency and openness within organizations. The finding also concurs with ARMA International (2017), which emphasized that accountability is one of the generally accepted recordkeeping principles supported by well-managed electronic records systems.

The small proportion of respondents who were neutral or disagreed (4 respondents, representing 16%) may reflect limited awareness of how electronic systems support accountability mechanisms, rather than an actual absence of such benefits, given the overwhelming agreement expressed by the majority of respondents. Overall, the findings imply that electronic office management systems play a significant role in

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promoting transparency and accountability at ISW, which strengthens public confidence and institutional integrity in service delivery.

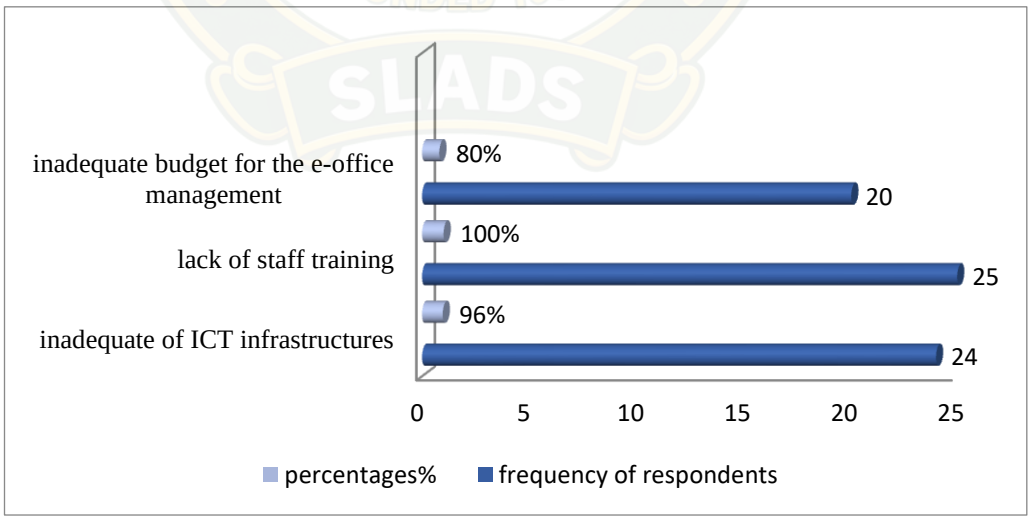
4.4 Challenges Affecting the Applicability of Electronic Office Management Systems at ISW

The third objective sought to identify the challenges affecting the applicability of electronic office management systems at ISW. Respondents identified several major challenges affecting effective implementation and utilization of these systems.

4.4.1 Major Challenges Affecting the Applicability of Electronic Office Management Systems

Respondents identified several major challenges affecting the effective implementation and utilization of electronic office management systems at ISW. The findings are presented in figure 4.5

Figure 4.5 Challenges Affecting the applicability of Electronic Office Management System at ISW (n=25)



Source: Field Data (2026)

The findings indicate that 24 respondents (96%) reported lack of current technology as a challenge affecting electronic office management systems. One respondent explained:

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> "...Some computers and software applications are outdated, making it difficult to support current operational demands..."

This indicates that obsolete technologies negatively affect the reliability and efficiency of electronic operations. The finding supports Mwakyusa (2015), who reported that inadequate ICT infrastructure and outdated technologies constrain the implementation of electronic systems in Tanzanian public institutions.

The findings also revealed that all respondents, representing 100%, identified lack of well-trained employees as a serious challenge. During the interview, one respondent commented:

> "...Many staff members have not received specialized training on electronic records management and therefore experience difficulties when operating some systems..."

This suggests that inadequate competencies undermine effective utilization of electronic office systems. The finding agrees with Ngulube (2012), who identified shortages of skilled personnel as one of the major barriers affecting digital records management in developing countries.

In addition, 20 respondents (80%) identified inadequate budget allocation as another challenge affecting electronic office management systems. During the interview, one respondent stated:

> "...Funds allocated for system maintenance, upgrading technologies, and staff training is often insufficient to meet institutional needs..."

This finding implies that financial constraints limit the sustainability and expansion of electronic office initiatives. The finding supports Newa and Mwantimwa (2019), who observed that limited financial resources hinder implementation and maintenance of electronic records systems within Tanzania's public sector.

Overall, these findings are consistent with previous studies conducted by Shepherd (2010), Mwakyusa (2015), Ngulube (2012; 2018), Krimmer (2016), and Newa and Mwantimwa (2019), which concluded that although electronic systems improve

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organizational efficiency and service delivery, their effectiveness depends largely on adequate infrastructure, skilled personnel, institutional support, and sufficient financial investment.

4.4.2 Availability of Regular Training on Electronic Office Management Systems

The study further sought to determine whether ISW provides regular training to employees on the use of electronic office management systems. Regular training was considered essential because employees' competence in using electronic systems directly affects the effectiveness of service delivery. The findings are presented in Table 4.7.

Table 4.7 Availability of Regular Training on Electronic Office Management Systems (n=25)

Response	Frequency	Percentage %
Yes	2	8
No	23	92
Total	25	100

Source: Field Data (2026)

The findings in Table 4.7 indicate that the overwhelming majority of respondents, 23 (92%), reported that ISW does not provide regular training on electronic office management systems, while only 2 respondents (8%) indicated that such training is provided. During the interview, one respondent remarked:

> "...Since I started working here, I have only attended one short session on the systems. Most of what I know I learned informally from colleagues rather than through organized training..."

This finding implies that there is a significant gap in the provision of continuous capacity-building programs for employees at ISW, despite the institution's reliance on electronic office management systems for daily administrative operations.

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Inadequate training limits employees' ability to fully utilize the available systems and may contribute to underutilization, errors, or resistance to new technologies. The finding supports Newa and Mwantimwa (2019), who found that insufficient staff training is among the major barriers affecting effective e-records management within Tanzania's public service. It is also consistent with Ngulube (2012), who identified shortage of skilled and adequately trained personnel as a persistent challenge to digital records management in developing countries.

The small number of respondents (2, representing 8%) who reported receiving regular training may have benefited from occasional, department-specific, or informal sessions rather than institution-wide structured training programs. Overall, the findings imply that the absence of consistent and regular training is a critical gap that ISW needs to address in order to maximize the benefits of its electronic office management systems and strengthen service delivery.

4.4.3 Suggested Strategies for Improving the Applicability of Electronic Office Management Systems at ISW

Lastly, respondents were asked to suggest what should be done to improve the applicability of electronic office management systems at ISW. This open-ended question generated qualitative data, which was analyzed thematically in line with the data analysis approach described in section 3.10. Four recurring themes emerged from the responses, namely the implementation of clear policies and frameworks, provision of staff education and training, allocation of adequate funds, and improvement of ICT infrastructure.

Regarding implementation of frameworks, several respondents suggested that ISW should develop and enforce clear institutional policies and procedural frameworks to guide the use of electronic office management systems. One respondent commented:

> "...The institution needs clear written guidelines on how electronic systems should be used, maintained, and secured, rather than leaving staff to figure things out on their own..."

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This suggestion is consistent with the National Records and Archives Management Policy (United Republic of Tanzania, 2011) and the Public Service Records Management Guidelines (URT, 2016), which emphasize the need for clear institutional frameworks to guide records and information management practices. It also aligns with the (ISO, 2016), which underscores the importance of documented policies in ensuring consistent and accountable records management practices.

With respect to education, respondents strongly recommended continuous staff training and awareness programs on electronic office management systems. This theme reinforces the training gap already identified in section 4.10 and is supported by Ngulube (2012) and Newa and Mwantimwa (2019), both of whom emphasized that ongoing capacity building is essential for effective utilization of electronic records and office management systems.

On the issue of funds, respondents indicated that ISW should increase budgetary allocation toward the acquisition, maintenance and upgrading of electronic office management systems. One respondent stated:

> "...Most of the challenges we face, from outdated computers to lack of training, come back to the same problem, which is inadequate funding..."

This finding is consistent with Newa and Mwantimwa (2019), who observed that limited financial resources hinder the implementation and sustainability of electronic records systems within Tanzania's public sector.

Finally, on ICT infrastructure, respondents recommended that ISW should invest in modern computers, reliable internet connectivity and updated software to support electronic office management systems. This theme is consistent with Mwakyusa (2015), who reported that inadequate ICT infrastructure constrains the effective implementation of electronic systems in Tanzanian public institutions.

Overall, the suggestions provided by respondents imply that improving the applicability of electronic office management systems at ISW requires a combined

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effort involving clear institutional frameworks, continuous staff education, adequate financial investment and modern ICT infrastructure.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the study summary, the implications of findings, conclusions, recommendations, and suggested areas for further research on the applicability of Electronic Office Management Systems (EOMS) in enhancing service delivery at the Institute of Social Work (ISW). The chapter draws together the findings presented and discussed in Chapter Four and relate them back to the study objectives, the Records Continuum Model that guided the study, and the practical realities of records and information management at ISW. The chapter closes by outlining the limitations of the study and proposing areas that future researchers may wish to pursue.

5.1 Summary of Findings

The summary of findings is presented in line with the three specific objectives that guided the study.

The findings revealed that ISW has adopted several types of Electronic Office Management Systems, including Email Management Systems, Electronic Records Management Systems, Document Management Systems, Workflow Automation Systems, and Enterprise Resource Planning systems. These systems were reported to support the creation, storage, retrieval and sharing of official information across departments.

The study established that Electronic Office Management Systems are widely applied in the day-to-day administrative activities of ISW. Their application has improved office efficiency, reduced reliance on paper-based processes, enhanced communication among departments, strengthened records management practices, promoted transparency and accountability, and reduced the time taken to serve clients.

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Despite the observed benefits, the study identified several challenges limiting the full applicability of Electronic Office Management Systems at ISW. These included outdated ICT infrastructure, inadequate staff training on electronic systems, insufficient budgetary allocation for ICT-related activities, and limited technical support for the maintenance and continuity of the systems.

5.2 Implications of the Findings

The findings of this study carry theoretical, practical and policy implications for records and information management at ISW and comparable public institutions.

Theoretically, the findings affirm the relevance of the Records Continuum Model in explaining how records move through the continuum of creation, capture and organization within an electronic environment. The gaps observed in infrastructure and training suggest that the continuum is currently interrupted at the capture and organization dimensions, which limits the extent to which records already created electronically can be reliably organized and made accessible for institutional and societal use over time.

Practically, the findings imply that the benefits so far realized at ISW, namely improved efficiency, transparency, accountability and faster service delivery are not yet fully secured because they depend on infrastructure, funding and skills that are still inadequate. This means that without deliberate institutional investment, the gains recorded could stagnate or be reversed, and service delivery could revert to slower, paper-dependent processes during system downtimes or staff turnover.

From a policy perspective, the findings imply a need for ISW and similar public institutions to align their internal electronic office management practices with national ICT and records management policies and standards, so that investment in infrastructure, training, and technical support is planned for and sustained rather than treated as an ad hoc undertaking.

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5.3 Conclusion

The study concluded that Electronic Office Management Systems are valuable tools for enhancing service delivery at the Institute of Social Work. Their application has improved efficiency, accessibility of information, communication, transparency, accountability and records management, thereby supporting effective institutional performance. However, the effectiveness and sustainability of these systems depend on the availability of adequate ICT infrastructure, continuous staff capacity building, sufficient financial resources, and strong institutional support. Strengthening these critical areas will enable the Institute of Social Work, and other public institutions facing similar circumstances, to maximize the benefits of Electronic Office Management Systems and deliver more efficient, reliable and accountable public services.

5.4 Recommendations

Based on the findings and conclusion of the study, the following recommendations are proposed:

The management of ISW should strengthen the implementation of electronic office management policies, guidelines, and procedures to ensure effective and consistent utilization of electronic systems within the institution.

ISW should invest in modern ICT infrastructure and up-to-date technologies to improve the efficiency and reliability of its electronic office management systems.

The institution should provide regular training programmes to employees to improve their knowledge and skills regarding electronic office management systems and electronic records management practices.

ISW should increase budget allocation for electronic office management activities, including the acquisition of modern technologies, system maintenance, and staff capacity building.

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Awareness programmes should be conducted to educate employees on the importance and benefits of electronic office management systems in enhancing service delivery.

The institution should strengthen technical support services to ensure the effective management, maintenance, and security of its electronic office systems.

5.5 Areas for Further Research

While this study has provided useful insights into the applicability of Electronic Office Management Systems in enhancing service delivery at ISW, it was limited in scope and could not exhaustively cover every dimension of the subject. The following areas are therefore suggested for further research:

i. Comparative studies across public institutions: Future studies should be conducted in other public institutions, both within and outside the higher education sector, to compare the applicability and effectiveness of electronic office management systems across different organizational settings, and to establish whether the challenges identified at ISW are context-specific or common across the public sector.

ii. Electronic records security and digital preservation: Further research may focus on the security of electronic records and digital preservation strategies within electronic office management systems, given the growing risks of data loss, unauthorized access, and technological obsolescence facing public institutions.

iii. Policy and legal framework implementation: Additional research is needed on the extent to which national and institutional legal and regulatory frameworks for records and information management are implemented in practice, and how such frameworks influence the adoption and applicability of electronic office management systems.

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APPENDICES

APPENDIX I

QUESTIONNAIRE FOR EMPLOYEES

Kindly be informed that I am college students at the school of library, archives and Documentation studies (SLADS. Dear Respondent, I am conducting a study titled "An Assessment on the Applicability of Electronic Office Management Systems in Service Delivery in Public Institutions: a case study ISW." as partial fulfillment of my Ordinary Diploma studies. You are kindly requested to assist in filling the questionnaire below. Be informed that information that you will provide will be treated with high confidentiality and used for the purpose of this study only. Thanks, you for your kind of cooperation.

☐ I agree to participate in this study.

Instructions:

Do not write your name.

- Tick the correct option or provide brief explanations where required.
- Answer all questions honestly.

Section A: Demographic Information

1. Highest Education Level: ☐ Certificate ☐ Diploma ☐ Bachelor's Degree ☐ Master's Degree and above

2. Work Experience: ☐ Less than 1 year ☐ 1–5 years ☐ 6–10 years ☐ More than 10 years

3. Department/Unit: _____

Section B: Availability of Electronic Office Management Systems

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6. Does your institution use electronic office management systems? ☐ Yes ☐ No

7. Which systems are available? ☐ Electronic Records Management System ☐ Document Management System ☐ Email Management System ☐ Workflow Automation System ☐ Enterprise Resource Planning (ERP) ☐ Other: _____

8. Are these systems accessible to employees when needed? ☐ Yes ☐ No

Section C: Applicability of Electronic Office Management Systems

9. Use the scale below: 1 – Strongly Disagree | 2 – Disagree | 3 – Neutral | 4 – Agree | 5 – Strongly Agree

S/N	Statement	1	2	3	4	5
I	Electronic systems improve efficiency in office operations	☐	☐	☐	☐	☐
Ii	They reduce paperwork and manual filing	☐	☐	☐	☐	☐
Iii	They enable faster decision-making	☐	☐	☐	☐	☐
Iv	They enhance communication within departments	☐	☐	☐	☐	☐
V	They improve records management practices	☐	☐	☐	☐	☐

10. How you rate service delivery since the introduction of electronic systems? ☐ Very poor ☐Moderate ☐Good ☐ Very good

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11. Electronic systems have reduced customer waiting time. ☐ strong Dis agree ☐ dis agree ☐ Neutral ☐ Agree ☐ Strong agree

12. Electronic systems promote transparency and accountability. ☐ Strong dis agree ☐ Dis agree ☐ Neutral ☐ Agree ☐ Strong agree

Section D: Challenges Affecting Applicability of electronic office management systems

13. What challenges does your institution face? ☐ Inadequate of budget in e-office management ☐ Lack of staff training ☐ Inadequate ICT infrastructure ☐ other: _____

14. Does your institution provide regular training on electronic systems? ☐ Yes ☐ No

Section E: Strategies for Improvement

15. What should be done to improve the applicability of electronic office management systems?

Additional comments:

_____

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APPENDIX II

INTERVIEW GUIDE

Dear respondent,

I am a final year student at College of School of Library, Archives and documentation Studies (SLADS) at Bagamoyo Campus, Tanzania. As part of my Ordinary diploma, I am conducting research thesis on the Assessment of Electronic Office Management Systems in enhancing Service Delivery in Public Institution**.** I kindly request your contribution to the title. I will appreciate it if you could spare some time to complete the following interview guides. The researcher will treat any information obtained in connection with this study with a high level of confidentiality.

A: Overview and Application of Electronic Office Management Systems

1. What types of electronic office management systems are currently used in this institution?

2. How are these electronic systems applied in daily administrative activities?

B: Challenges Affecting Applicability

6. What major challenges affect the use of electronic office management systems in this institution?

8. What strategies should be introduced to improve the effectiveness of electronic office management systems?

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APPENDIX III

RESEARCH TIME SCHEDULE FOR SIX WEEKS

ACTIVITIES	1st WEEK	2nd WEEK	3th to 4th WEEK	5th to 6th WEEK
Reporting the area of the study, make general studying of the study area, preparing questionnaire and distribute them to the respondent(student)				
Make interview with reference records management staff and collect back questionnaire from respondent				
Data collection from questionnaire and interview will conduct. Preparation of research report summary and conclusion.				
Proof reading and submission of research report to SLADS				

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APPENDIX IV

RESEARCH BUDGET

Item	Particular	Amount
Preparation of research proposal	Stationaries; Pen 4@500 Pencil 4@ 200 Ruler and Rubber @ 500 Printing 20pgs@ 500 Photocopies 20pgs@ 100 Binding 3 proposal@ 2000	 2000/= 800/= 1,000/= 10,000/= 2,000/= 6,000/=
Data collection process	Transport 30 days@1000 Meal 30 days@ 3000 Preparation of 50 copies of questionnaires and interview@ 100	30,000/= 90,000/= 5,000/=
Report writing	Printing of report 42pgs@ 200*5 Photocopies of the report 42 copies@ 100*5 Binding of the report 3@ 3000	42,000/= 21,000/= 9,000/=
	TOTAL	218,800/=

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APPENDIX V

APPROVAL DATA COLLECTION LETTER

INSTITUTE OF SOCIAL WORK

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Fax: +255 (22) 2701375
Email: info@isw.ac.tz
Website: www.isw.ac.tz

210 Shekilango Road
P.O. Box 3375
14113 Kijitonyama
Dar Es Salaam.

Ref. No: BC.23/295/02/36 **15th April, 2026**

AG. Academic Officer,
School of Library Archives (SLADS),
P.O Box 227,
BAGAMOYO.

RE: DATA COLLECTION

We refer to your letter dated 26th February 2026 regarding Data Collection.

2. You are hereby kindly informed that your request for **Elia Barege Evance**, a Student of your College, to collect data at the Institute of Social Work has been approved. The permit starts from **8th March, 2026, to 5th,2026.**

3. Upon arrival, will report to Human Resource Management and Administration Unit.

4. Yours sincerely,

Charles. M. Kajana
For. RECTOR

c.c.: **Elia Barege Evance-0617870405,0749910505**

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